

NOV 11 1952

November 1952

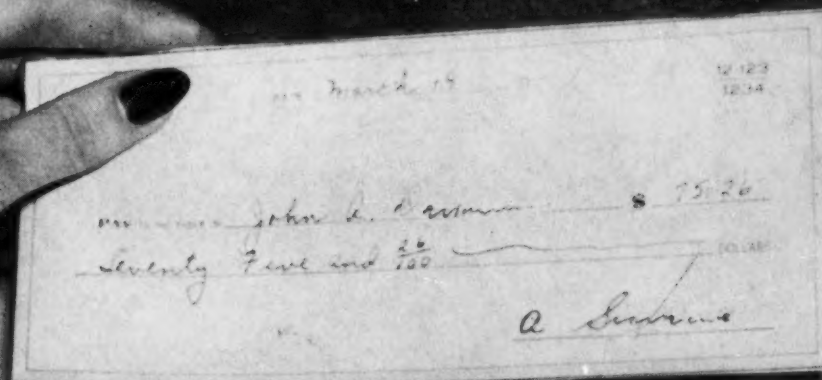
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Management

methods

PRACTICAL SOLUTIONS TO MANAGEMENT'S PROBLEMS

**Your employees
are honest, but . . .**



**How to lay out an office to
save executive time.**

**So you think you are an
"intuitive" businessman?**

ROUTE **To**
e mails

To
all mails

To
all mails

To
all mails

How can you meet the rising costs of office work?

THE PRODUCTIVITY of any group of employees depends on the human energy they apply to their work and the tools they are given to use.

The amount of human energy so spent can be influenced very slightly by management.

Therefore, the answer to rising costs must be found in the use of better tools, better methods, better surroundings. These factors are under the control of management as evidenced by the practices followed in our factories for many years.

It costs any company at least \$3,000 a year per employee—for salary, floor space and overhead—to operate its office. In an office of only 10 employees, this means \$300,000 over a ten-year period.

For only one or two per cent of this fixed expense, you could outfit your office with the finest, most modern, most efficient metal business furniture, plus the best in lighting and decorations.

Yet experience shows that good metal business furniture *alone*, such as Goodform adjustable aluminum chairs, Super-File mechanized filing equipment, Mode-Maker and 1600 Line desks can increase productivity anywhere from 10 per cent to several times that amount!

In addition, the attractive and pleasant appearance of offices so equipped provide the intangible values of improved employee morale and greater customer prestige.

The purchase of good metal business furniture should be decided upon—not on the basis of first cost—but on the basis of what it will do to bring a greater return on your fixed expense for salary, floor space, and overhead.

Call your local GF distributor today or write The General Fireproofing Co., Dept. M-11, Youngstown 1, Ohio, and find out why Good Metal Business Furniture can be a Good Investment for your office.

**GOOD metal business
furniture is a
GOOD investment**



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GENERAL FIREPROOFING

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(Circle 617 for more information)

Look out for
"Status Quo"
Thinking



Lurking in every company is the natural enemy of modern business—Mr. Status Quo, alias "Things As They Are."

For example, according to the president of the New York Life Insurance Company, "If we had continued our 1940 methods unchanged for ten years, it would have required 31 per cent more labor to get the work done—which would have meant employment of 2,000 additional people." Mechanized accounting, he said, made the difference. And yet, in spite of these savings, boosts in wage rates doubled the payroll in the same ten year period.

These days, new methods, new machinery, new equipment, have made "Things As They Are" a threatening liability to business profits—in firms of any size.

It's "status quo" thinking that METHODS is designed to disturb. That's why we suggest you take immediate action on any of the fresh new ideas you pick up in METHODS by either one of these two courses of action:

1. Use the handy Reader Reply Card (postage paid), bound into every issue of METHODS, for more information.
2. Phone your local specialist in business equipment and ask him to show you the tools that can convert METHODS' ideas into money-saving systems.

WANT TO ORDER **METHODS** Magazine
FOR OTHER MEN IN YOUR COMPANY?
USE THE POSTPAID REPLY CARD BOUND
IN THIS ISSUE.

methods

NOVEMBER, 1952

VOL. 2, NO. 6

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november 1952



This Underwood Sundstrand Model E
is so easy, so automatic!

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in your finger tips

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COSTING SO LITTLE

OFFERS SO MUCH

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all kinds of miscellaneous adding-figuring work, too.

You can't help being enthusiastic about this low-cost, all-purpose Model E Accounting Machine, once you've tried it!

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..... MM-11-52

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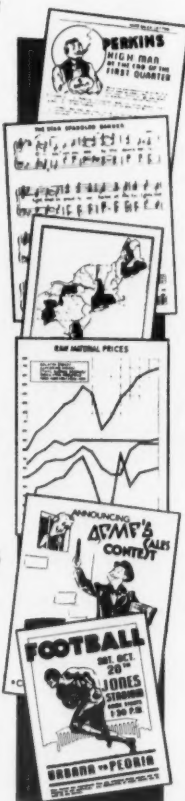


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USES**

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- REPORTS



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PRINTS IN ONE TO FOUR COLORS AT ONCE

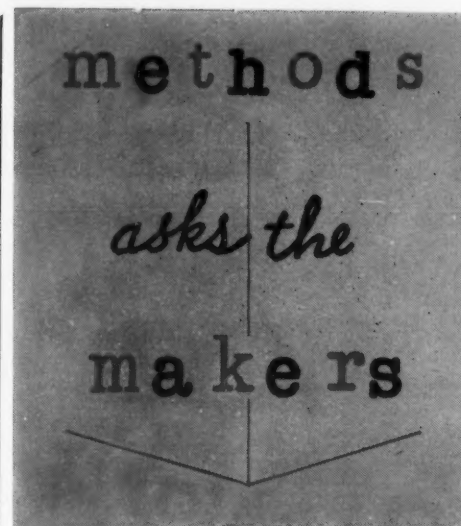
The sleek lines of the D-10 proclaim worthiness within. It has smooth, balanced action. It has wear- and corrosion-resisting stainless steel parts. With Magic Copy Control it prints each copy brightly. Sure and simple, it makes an expert of any user. Mail the coupon for a fascinating folder providing more details... free and without obligation.

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Company.....
Address.....City.....
Post Office.....County.....State.....

(Circle 621 for more information)



Product:
A. B. Dick Mimeograph

Application:
*Block-outs on
mimeograph masters*

In mimeographing business systems paper work with permanent, black-on-white copy it is frequently necessary to delete certain information from some of the copies. For example, purchasing systems—including receiving and inspection copies, order-invoice systems, etc., require the elimination of certain copy from one or another of the forms duplicated. Likewise, the duplication of a stock list from a price list master stencil necessitates the deletion of the price column.

In insurance policy record systems, where one master is used to produce many sizes of papers and cards (down to and including the small IBM card) a rather elaborate system of block-outs is required.

For those organizations which use the A. B. Dick Mimeograph for their systems duplication work, A. B. Dick Company has developed a number of block-out techniques to facilitate the swift and easy deletion of unwanted material from successive copies. These block-out techniques supplant the standard cross-hatching or "Chinese printing" frequently used in the area of the forms where copy is not desired. Which of the methods outlined below is to be utilized depends on the requirements of the system.

Mimeograph Copy Block-Out Techniques

1. Any area or areas of the stencil may be temporarily blocked out by placing onion skin paper over the copy to be eliminated. If a more permanent block-out is desired, gummed paper

may be used.

2. If it is necessary to delete copy and subsequently recover it later in the duplicating process, a "snap" block-out may be used. This consists of a piece of cover or card stock held in place by the universal clamp which makes the insertion and removal of the block-out a very fast and simple operation.
3. Where it is desirable to permit duplication on smaller sizes of paper or cards over the total copy area of the stencil, an impression roller block-out may be used. This block-out is automatic in that the extra copy is duplicated on an impression roller cover, which is highly absorbent and prevents the duplication from the impression roller of the excess copy on the backs of the following sheets. These impression roller block-outs are obtainable from A. B. Dick Company.
4. Where it is necessary to duplicate only certain information upon specific areas of a form, and it is not desirable to block-out permanently the rest of the stencil, a die-cut paper carrier or "jacket" block-out may be used. This is a folded sheet of heavy paper with windows cut out over the areas to be duplicated. The impression paper is inserted in the jacket and run off. In a system which utilizes this form of block-out consistently, these paper carriers or "jackets" may be die-cut in quantity. This service is available from A. B. Dick Company.
5. Stencil correction fluid may be used to delete copy permanently from any area of the stencil.
6. Where there is sufficient requirement for small size copy a mimeograph cylinder may be permanently blocked out by mechanical means. This renders the cylinder usable only for the smaller size copy, but gives greater efficiency of ink usage in large volume production jobs. A. B. Dick Company will furnish cylinders blocked out to customer specifications.

Product:
Todd Form-Master
Application:
*How to widen the uses
of a payroll posting board*

A payroll posting board has other important uses, besides payroll preparation. Almost any operation which requires multiple posting can be fitted into the Form-Master method of producing accurate, precisely-registered copies. For example, it can be used in accounts payable for simul-

methods

taneous posting of the accounts payable ledger card, general purchase journal and check voucher. On due date, the body of the check, ledger card and cash disbursements journal are also posted. This results in complete posting in two fast operations, with all forms automatically collated, and no chances for copying errors.

Similarly, the same equipment can be used for accounts receivable, for simultaneous posting of the sales journal, accounts receivable ledger card and customer's statement. Upon receipt of payment, the cash receipts journal and ledger card are posted at the same time.

Depending upon the volume of work, the same board can be used for all three jobs or an extra board can be added. If the same board is used, payroll preparation is usually scheduled first, then accounts receivable, then accounts payable and the work load transferred smoothly from one operation to another. In any case, operators trained to use the same system can be shifted smoothly from one job to another as the work load fluctuates.

Step-by-step outlines of the various uses of the Form-Master are detailed in an illustrated brochure.

Product:

Safeguard Checkwriters

Application:

How to speed up check protection operation

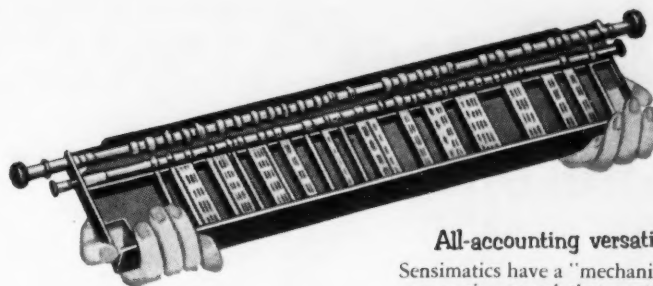
The writing of checks has to be handled carefully to avoid costly errors. At the same time, the problem very often is that a great number of checks have to be written as fast as possible—for instance, payroll checks.

Safeguard offers help in speeding up this work without sacrificing security.

The selective bars in the Instant "H" Safeguard Checkwriter lock as they are positioned; two at a time may be set as easily as one, and by holding the first two fingers of the right hand in a natural position and pulling two bars, they may be stopped in a staggered position as follows:

1 3 5 7
2 4 6 8

On the button type Safeguard Instant "K," by practicing with a list of numbers in which the figures are arranged in such pairs, two keys are positioned in one operation and without any apparent effort enables the operator to quickly protect a



All-accounting versatility!

Sensimatics have a "mechanical brain"—a sensing panel that controls every accounting operation, is ready for a different job at the turn of a knob.

Operator's delight!

Easy touch . . . simpler form handling with constant visibility . . . automatic opening and closing of the carriage.



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Sensimatics cost hundreds of dollars less than you'd expect. They save overhead, overtime, overstaffing . . . reduce errors.



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low-cost
high-speed
production!

Burroughs Sensimatic Accounting machines



Speed to speed production!

Sensimatic reflex-action speed starts the entire accounting cycle faster, and completes it *automatically*. The speed's built into the machine. Production stays high.

There's a world of difference in a Burroughs Sensimatic! You'll see it the second you add up the savings in time, money and manpower that Sensimatics provide! Here's a brand new idea in accounting machines—an ultra-modern, high-speed design that every day increases accounting efficiency in thousands of offices, large and small, from coast to coast. Why not call your Burroughs man for a demonstration today? You'll be surprised to learn the low cost of this machine that can do so much! Burroughs Adding Machine Company, Detroit 32, Michigan.



Three basic styles!

Sensimatic 300 with 11 totals
Sensimatic 200 with 5 totals
Sensimatic 100 with 2 totals

(Circle 613 for more information)



Free booklet shows 38 ways tape saves time in the office!

READ HOW TO SIMPLIFY and speed up office operations with the help of the more than 200 types of "Scotch" Pressure-Sensitive Tapes! This new booklet is full of tips that mean faster work, neater desks and files, reduced waste. Use coupon below for your free copy . . . send it in today!



PRICE SCHEDULES, blueprints, drawings last indefinitely under rough handling when protected with "Scotch" Acetate Fibre Edging Tape.



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(Circle 610 for more information)

MINNESOTA MINING & MFG. CO., St. Paul 6, Minn.

MM112

Please send me free booklet on tapes for office uses.

NAME

COMPANY

ADDRESS

CITY

ZONE STATE

surprising number of checks. A suggested practicing list is the following:

| | |
|-------|-------|
| 21.34 | 34.50 |
| 45.56 | 56.45 |
| 23.78 | 78.67 |
| 46.34 | 67.90 |
| 47.78 | 23.45 |

With a little practice, ten checks can be written in a few seconds, at a rate of approximately one thousand per hour.

While the company points out that speed should not make security suffer, they will be glad to assist interested offices and operators in developing the fast touch.

Product:

Diebold Tra-Dex

Application:

Accounts receivable and payable
filed in same unit

The capacity of Tra-Dex vertical-visible filing units was a drawback in one instance, oddly enough. A small Midwestern business wanted the visibility and control offered by a Tra-Dex system, but felt that neither its accounts payable or accounts receivable records were sufficient to fill a Tra-Dex unit.

The solution to this problem actually gave this customer an added advantage—the convenience of maintaining both files in a single unit. Here's what was done:

Two different serrations on the same Tra-Dex section meant that two different-sized forms could be housed together. Thus, both accounts receivable and accounts payable were filed in the same unit.

Accounts receivable are filed on a 7" by 6 7/8" form with 1 1/2" serrations at the bottom. Filed according to the name of the account, the form provides space for recording the invoice date, the name of the product sold and the account's credit and total debt. The visible margin contains the account's balance for speedy reference. Also in the visible margin are spaces for signaling the month in which payment is due.

Accounts payable are housed behind accounts receivable in the same Tra-Dex unit. This portion of the section is adapted for 1 1/4" serrations. The form is 7 7/8" by 6 1/8" and is filed according to the name of the creditor. It provides space for recording identification of the product purchased, the price, the date of purchase and credit. The visible margin contains the total debit.



NOW YOU CAN PRINT
YOUR OWN LABELS AT
THE SAME TIME YOU
ADDRESS OR MARK THEM!



The remarkable WEBER Tag-O-Graph eliminates the need for costly, pre-printed shipping and identification labels and speeds up labeling and marking operations.

Now you can have the size and type of label you want . . . in the quantities you need . . . when you want them . . . all at a moment's notice! The new Weber Tag-O-Graph prints, addresses or marks shipping and identification labels from a roll of gummed or ungummed stock, in one continuous operation . . . at the rate of 100 to 150 per minute. And counts and cuts them to practically any size you want, too. Reproduces from an inexpensive, easily-prepared stencil. No complicated mechanisms, anyone can operate it. Available in manual and electric models. For rental, too.

WEBER "For the answers to all your addressing, labeling and marking problems."

Send today for samples
of labels printed by this
machine and further
information. No obligation,
of course.

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219 W. Central Road, Mount Prospect, Ill.

Yes, send me without obligation samples
of labels printed by the Weber Tag-O-Graph.

Company

Address

City Zone State

Individual Title

(Circle 644 for more information)

methods

"I think..."

PROS AND CONS TO THE EDITOR

Lightweight dictating machine

Dear Mr. Editor:

We regret that this time we have to point out an incorrect statement on page 42 of your October issue. You state that a major manufacturer of dictating equipment has released a machine "which is approximately 25% lighter than any other unit on the market. It weighs only 11 lbs."

You must have obviously overlooked our Voice-Master which is a completely portable self-contained unit weighing also only 11 pounds (as a matter of fact, slightly less than 11 lbs.) and which has been on the market for almost two years. It uses foldable paper discs which can be mailed in any standard envelope and are reusable indefinitely over and over again.

PAUL E. KING, President
Magnetic Recording Industries
New York, N. Y.

Finding "key numbers"

Dear Mr. Editor:

I recently received a copy of the August issue of *Management Methods* and in attempting to locate the "key numbers" to request further information, I encountered a great deal of difficulty. I would suggest that it would be more convenient to the reader if you would highlight the "key numbers" by placing them in a conspicuous position, perhaps in a box with a red border, either at the beginning or at the end of each article. If there is no further information available, and consequently no "key numbers" reference, it would be useful if a statement were made to that effect.

The Reader Reply Card is very handy; however, to find the "key numbers" took considerable time and effort. I think if you highlight them you will render your magazine that much more valuable.

L. E. HOOGSTOEL, Tech. Dir.
Behr-Manning Corporation
Troy, New York

Editor's Note: Key numbers are carried in a standard position. In the case of advertisements, they are immediately evident as applying to a particular ad. In the case of editorial articles, when keyed, the number is always at the end of the article. We would like to key every item in each issue. The Post Office Department limits us, however, on the amount of keyed space we can use under our mailing regulations.

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Place the record to be copied face to face with a sheet of Transcopy negative paper and expose. Remove them from the printer and place the exposed negative paper with a sheet of Transcopy positive paper in the front slots of the Portagraph Transcopy unit. In about ten seconds, these two sheets will emerge from the rear slot of the Transcopy, in contact with each other. When separated, you have a perfect positive copy ready for immediate use.



*Transcopy
makes photocopying
a pleasure*

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Room 1474, 315 Fourth Ave., New York 10, N. Y.

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I want to know more about the savings in photocopy time possible with Portagraph Transcopy. Please send me, without obligation, free booklet P-334 describing in greater detail this great new unit.

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ADDRESS _____

CITY _____ ZONE _____ STATE _____

(Circle 603 for more information)



Your employees are honest, but...



CHANCES ARE YOU'RE BEING EMBEZZLED RIGHT NOW—HERE'S HELP ON HOW TO PREVENT IT

Clarence Darrow, famous criminal lawyer, once said, "Some boilers are safe at 20 lbs. pressure to the square inch but will break at 40. The boiler is neither honest nor dishonest, it stands a certain pressure and no more. Man cannot be classified as honest or dishonest, he goes along with the game of life and can stand a certain pressure for the sake of his ideals, but at a certain point he can stand no more."

Chances are your business is being embezzled *right now*. Hard to believe? Then examine this case history. . . .

A large chain store system had an inventory "shrinkage" of \$1,400,000 a year. With the help of its insurance company, arrangements were made to run a test on a statewide cross-section of its employees, using a "Lie Detector." The employees selected were informed that findings would be confidential and that no employee would be discharged. The tests showed that 76% of the employees tested had been helping themselves to merchandise or money, or both. A re-test of the same employees six months later showed that only 3% were repeaters.

Similarly, a group of 30 banks used the Lie Detector over a period of years, found that defalcations vanished entirely and that the so-called "difference accounts" (overages and shortages in the teller's cage) had been reduced.

The conclusions that may be drawn are clear: Most people are not basically honest. Rather, they refrain from dishonest acts because of the fear of getting caught. More important, embezzlement, robbery, and pilferage can be prevented by establishing simple safeguards that eliminate the *opportunity* for crime.

What To Watch Out For

Insurance companies are probably the best source of advice on how to establish proper employee financial controls. Their realistic approach is one of helping to eliminate employee temptation in the firms they insure. Far from being detectives or spies, they employ skilled financial men to systematically identify and reduce the probabilities of embezzlement.

Here are a series of typical business crimes in the files of one of the larger insurance groups. Following each case are a few points these experts would emphasize to protect your interests if you were insured with them.

Watch That Payroll

At the end of his first month as a bookkeeper, Joe Blank vanished. Also missing was a weekly payroll. It was the day the CPAs arrived to make the regular monthly audit.



The employer did not understand it and was hesitant to connect Blank with the lost payroll. Investigation of his references had certified that Blank was of excellent character, honesty and integrity.

But the audit showed a total loss of \$11,000 made by forging checks and depositing them in the bank under a fictitious name. Other checks had later been cashed to withdraw this account.

The police picked up Joe Blank, which complicated matters more. For, while he was the man identified by the references, he was *not* the missing bookkeeper!

When the pieces were eventually put together, it was found that the defaulter had a long prison and forgery record. He had never seen Joe Blank, but he had needed references to get his job with the employer he robbed. So he advertised for a bookkeeper and Joe Blank had written the best reply to his ad. The defaulter had assumed Joe Blank's name and references when applying for a job.

Here are a few steps that could have been taken before Blank was actually hired. He should have been asked to fill out a detailed application form listing previous employers, and this record should have been checked in detail before he was given a position of trust. Moreover, an insurance company would have asked its insured, "Are payroll disbursements audited periodically by an Internal Auditing Staff, and does the audit include a surprise pay-off?" This precaution would disclose padding or the carrying of terminated or fictitious employees on the payroll — the very things that Joe Blank had found so easy to do.

Watch Those Checks

A well dressed man approached a bank official and requested his approval to cash a check as he was unknown at the bank. The banker looked him over, casually reviewed his creden-

tials and ok'd the check for payment by simply affixing his signature in the lower left hand corner of the check. Why waste further time on this man? After all, the check was for only \$2.76 and the stranger stated that he worked in the city for a well known corporation.



The bank official watched the stranger take the check to one of the windows to join the line of people waiting to cash their checks. What the official didn't notice was the stranger leaving by another door without cashing the check.

Back at his place of operation, the stranger promptly produced a blank check, stolen from one of the large well-known corporations in the city. With the aid of a checkwriter and samples of the handwriting of those people in the corporation authorized to sign checks, he produced a check in the amount \$4,618.93 that was genuine to all except handwriting experts. In order to cash the check without difficulty, the stranger then forged the bank official's signature to the lower lefthand corner of the check. Subsequent cashing of the check at the bank was mere routine.

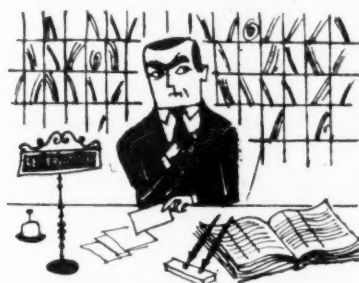
Obvious as it may seem, proper safeguarding of blank check supplies—in

methods

current use and in stock—is often inadequate. Chances are, if you examine your own operations right now, you'll find ample opportunity for an employee under stress to acquire blank checks for your firm.

Watch Cash Receipts

While surveying a moderate-size commercial hotel, the auditor for an insurance company was told by the manager that he suspected a discrepancy in the cash receipts but was at a loss to know how to determine the guilty person. It appeared that the receipts fell short of the earnings portrayed by data drawn from the house occupancy records. The auditor quickly found that cash receipts had been short by approximately \$4,500 for the first nine months of the current year.



A test check on daily cash receipts against guests' registration cards disclosed serious gaps in the numerical sequence of the cards. Further investigation proved that guests were being lodged without any record of subsequent cash payments. It was found that the Night Clerk had converted guests' cash payments on account, advanced payments for transient rooms, and penalty charges for occupying rooms beyond established check-out hours, by preparing one set of records for the guest and a false duplicate office copy showing lower totals for the "books." The defaulter could collect from the guests the true amount of the charges and report a smaller total, pocketing the difference. In other cases the clerk would destroy the registration card of a transient who had paid in advance for his room and failed to make a record of the transaction on the cash report.

Among the questions you should ask yourself to guard against this danger is, "Are serially pre-numbered sales

tickets or receipts used to record cash sales or cash receipts at their source?" To insure that all cash sales will be reported to the Accounting Department, all sales slips must be accounted for. By the same token, bank reconciliations should be handled promptly each month by a competent and responsible employee other than the one who prepares bank deposits or authorizes, prepares or signs checks. This will prevent destruction of cancelled checks or alteration of bank statements in an attempt to conceal forgeries of payee's endorsements, or other evidence of irregularities in disbursements or deposits.

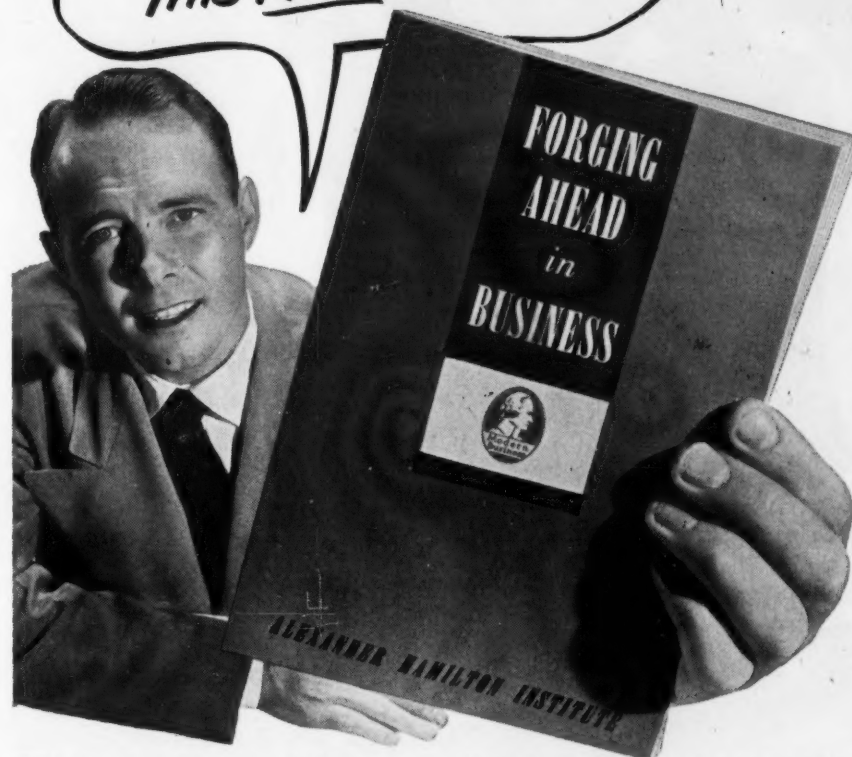
Watch Those Inventories

This is the story of an elevator mechanic working for a cloth manufacturer. He had been employed about five years and his annual earnings were \$2,400. At the time he was employed, little or no investigation was made of his past record primarily because he was not handling either money, securities or merchandise.

This manufacturer made many different kinds of very expensive cloth. One day a customer called at the mill remnant store to buy a piece of cloth similar to a sample he carried with him. The store's supervisor recognized the cloth as government production which was not to be sold. The customer, when questioned, admitted buying the piece from the elevator mechanic. In this instance, the elevator man had been able to carry expensive cloth remnants from the plant each day in his lunch box. The amount of loss, which was fully covered by insurance, was \$30,299. Incidentally, belated investigation of the elevator man revealed that he had had many brushes with the police in the past which would have been readily apparent had the cloth manufacturer taken time to check his references.

While safeguarding inventories is not a simple proposition, there are elementary safeguards which may be instituted to prevent most leaks. For example, a physical inventory should be taken periodically and relatively frequently to afford more sensitive control over inventories and to bring to light more quickly any abnormal dis-

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Alexander Hamilton Institute's executive-training program which has sparked thousands of men to highly-paid executive positions.

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Firm Name.....

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Position.....

Home Address.....

(Circle 638 for more information)



There used to be the devil to pay on payday

Payroll deductions can raise old ned with any clerical staff . . . unless the petty details are kept on the straight and narrow.

But as more and more firms are discovering, the simplest, most economical way to take the daze out of paydays is the McBee Payroll Poster. That goes for firms with 30 employees or 3,000, firms in every kind of business.

The Payroll Poster provides a complete record for each employee—from check to journal to the individual employee's record card—all in a single writing. By com-

binning three steps in one, the Payroll Poster saves time and minimizes the error hazard. No specially trained operators are needed. Checks and forms are fitted to any existing payroll procedure.

McBee's Payroll Poster today reels off payrolls for companies like General Electric, Certain-teed Products, Sherwin-Williams, Kaiser Aluminum and Chemical and Stokely Van-Camp.

Let the McBee representative near you show you how the McBee Payroll Poster can speed your own complex payroll work. Ask him to drop in. Or write us.



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Sole Manufacturer of Keysort—The Marginally Punched Card
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(Circle 624 for more information)

crepancies. Proper measures should also be taken to protect inventories against breakage, evaporation and shrinkage since weak protective measures invite abuses. When locks are used to outer entrances or stockrooms, they should be changed with each change in key or combination custodians. This prevents access to premises and safes by former employees and focuses attention on logical suspects in the event of a loss which may appear to be an "inside job."



You Need Insurance

In bonding your employees you protect yourself in two ways: first, you have the assurance that substantial losses will be at least partially, if not wholly, returned to you in case of employee dishonesty that is discovered. In addition, you have at your disposal the trained guidance of the insuring company in helping you to set up effective counter measures to inhibit crime. Because of their long experience in this work, insurance firms know precisely what to look for in setting up safeguards. In one way or another, most firms provide a crime prevention survey to disclose existing weaknesses and danger spots. This valuable service goes beyond the provisions of the policy contract. For, it should be remembered, insurance protects only against *crimes that are discovered*. Steady losses from such items as petty cash funds, inventories, and cash receipts can mount into thousands of dollars over relatively short periods of time, yet never be disclosed.

Material for this article was obtained through the cooperation of the Liberty Mutual Insurance Companies and the Continental Casualty Company.

methods

SO you think you're an "intuitive" business man!

YOU'RE GUIDED BY FACTS AND FIGURES MORE THAN YOU REALIZE

Editor's Note: Today's top management man is no more a "seat-of-the-pants" operator than a modern airline's pilot with a bank of instruments in front of him. Nor has he a right to be. The businessman's "instruments" are facts and figures. What he likes to call his "intuition" is simply his acquired ability to interpret facts.

While most big firms have statistical or research departments to supply the raw materials for executive decision, such departments are not always essential. Every business has, within its records, most of the information needed to guide its management. The problem lies in how to extract these facts simply, inexpensively, and accurately.

A few years before the war, a retired executive in Buffalo, New York read a grisly article on the trend toward cremation. The article mentioned the shortage of cemeteries in London, England. It quoted the normal death rate in London, the available burial plots, and the upswing in cremation that the shortage had produced. These facts and figures, to his trained management mind, constituted a "statistical report." Within a month he had traveled to London, obtained an option on a large tract of land, formed a stock company to finance a new cemetery, and put in motion an enterprise that was to net him a sizable fortune.

Was it intuition that propelled him to action? It's true that he "instinctively" sensed a market for a product—burial plots. *But it was a statistical report that prompted the thinking. The facts preceded the thought.*

What Is A Statistical Report?

Today, modern management automatically receives a multitude of statistical reports, even in the smallest business. Many of them have been an outgrowth of Government regulations. The Controlled Materials Plan, for example, excited a whole new interest in coordinating inventory with production needs. The information necessary to operate under CMP had always been available, but few companies had ever bothered to extract and apply it. Once they had learned how to dig out the facts, however, they found they had a system that led to permanent operating economies.

How To Get Facts You Need

The important thing to remember is that you *already have most of the facts in your files*. The problem lies in how to whip them into usable form once you have learned what you want to know.

Obviously, then, the first step is to ask questions—to find out what you want to know. There's nothing "intuitive" about this question-asking. *The statistical reports already in your hands can do the job for you.*

Take the case of a manufacturer who has noted from his sales reports an increase in the volume of a certain product line. He might logically ask, "Why has this particular product increased in sales over others?" That leads to a request for a report on *where* the increase is coming from. If his sales reports can be broken down by territories, he might find that a given geo-

graphical section of the country has provided most of it. This leads to the need for another analysis of sales in which he might want to know the following:

1. Do we have better salesmen in that area than elsewhere?
2. Do we have more salesmen per capita in that area than elsewhere?

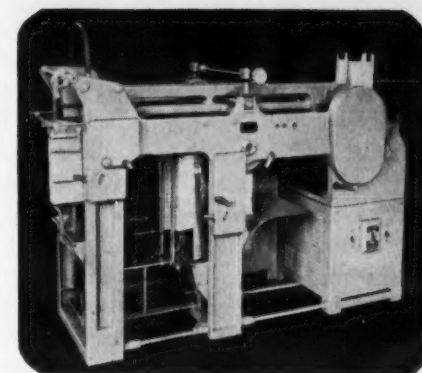
Even when these facts are in, there may be more questions to ask. Not so very many years ago, a large dress manufacturer, distributing nationally, found himself asking precisely the same questions mentioned above. Then he asked one more question and received one more statistical report, and made a discovery that has influenced the marketing not only of dresses, but automobiles, wallpaper, and almost every product involving color. He discovered that in New England, women bought more red dresses than any other color. He discovered that in the Southwest, blue was the most wanted shade. These facts had always been available to him—but he had never had the figures reported in a manner to stimulate this interpretation.

A System for Uncovering Facts

It's relatively easy and inexpensive for users of mechanical punched card equipment to extract information with a multitude of different variables.

But when punched card equipment is not available, or when certain facts have not been punched into original master cards, the businessman is faced with the costly and tedious job of digging for the figures he needs.

(next page, please)



Scriptomatic ADDRESSING SYSTEM CUTS COSTS ON PLATES AND STORAGE

Users of this modern method of addressing and record duplicating are showing substantial savings where list operations are complex or large in volume. Key to the system is the Scriptomatic Addressing Machine which permits use of cards for masters. Ordinary office writing equipment is used. Up to 4" of data can be typed on a Scriptomatic master.

Costs of metal stencils, special stencil preparation and bulk storage space are eliminated. Regular tabulating machine cards or group-sort cards may be used as masters. Sales analysis and other statistics may be kept on same cards as your duplicating masters, so that you can use high-speed mechanical methods to pre-sort your lists.

VARIETY OF USERS

Scriptomatic Addressing Machines are being used by the U.S. Navy, and also in mail order work, magazine publishing, finance companies and in commercial reporting . . . proving the broad scope of application for the Scriptomatic System. Perhaps you, too, can cut your costs considerably. We invite your inquiry.



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Please send me complete information on the Scriptomatic Addressing System.

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COMPANY
ADDRESS
CITY STATE

(Circle 633 for more information)

Assuming that needed facts are within your files but "unavailable," there are methods for extracting them economically and painlessly. One workable method is described below. [We hope our readers will forgive the use of one of our own systems as a case history. Our intimate knowledge of the system makes the action particularly pertinent. Moreover, since the readers of this magazine are the subject of the system, we think you may be interested in knowing more about your collective self.]

How The System Works

As a Controlled Circulation magazine, we know precisely the type and kind of man who receives our publication every month. (See Chart I.) Since our circulation is controlled, we have to be sure that we are editing the magazine properly in order to stimulate these readers. In addition, we must be sure not to lean too heavily on subjects of interest to only certain "titles" and certain "business classifications." We also feel we must know the "pass-along" readership of our magazine, and

whether our editorial slant is of interest to small businessmen as well as big business.

Fortunately, the source media from which we can extract these facts is in our hands in the form of the Reader Reply Cards returned to us every month. Inquiries come in at the rate of 3,000 to 4,000 monthly, so they provide a substantial sample of our overall circulation.

Since each reply card contains the name, title, size of business and type of business of the inquirer (as well as the subject matter he is inquiring about) we know we can get the facts by a manual physical count. The time cost for this "pick and shovel" method would be prohibitive, however.

We devised the following system to simplify the process. A random selection of Reader Reply Cards is taken from each month's return. Each of these cards is checked against our circulation list. The cards of inquirers who do *not* appear on the circulation list are marked, and segregated. This tells us immediately what percentage of our respondents are "pass-along" readers.

| CHART I | | |
|---|---------------|---------------|
| A. FUNCTION | Count | % of List |
| Corporate Officers (other than financial) | 20,558 | 55.3 |
| General Managers | 427 | 1.2 |
| Financial Officers | 6,508 | 17.5 |
| Sales and Marketing Managers .. | 906 | 2.4 |
| Production Managers | 66 | 0.2 |
| Purchasing Officers | 600 | 1.3 |
| Methods Directors | 860 | 2.3 |
| Office Managers | 2,566 | 6.9 |
| All Other (Includes 4,050 dealers) .. | 4,740 | 12.9 |
| TOTAL | 37,231 | 100.0% |
| B. CLASSIFICATION | | |
| Manufacturer | 18,285 | 49.3 |
| Wholesaler | 792 | 2.1 |
| Retailer | 1,825 | 4.9 |
| Government and Military | 516 | 1.4 |
| Bank and Financial | 1,324 | 3.5 |
| Insurance | 719 | 2.0 |
| Institutions | 2,752 | 7.4 |
| Service, Professional, Publishing .. | 3,007 | 8.0 |
| Utility | 1,632 | 4.3 |
| Transportation | 1,858 | 4.9 |
| Dealers in Business Equipment | 4,050 | 10.9 |
| Miscellaneous | 471 | 1.3 |
| TOTAL | 37,231 | 100.0% |

The cards are now separated as to size of company. Thus, *four* groups of cards result:

1. Recipient readers in companies of under 500 employees.

2. Recipient readers in companies of over 500 employees.
3. Pass-along readers in companies of under 500 employees.
4. Pass-along readers in companies of over 500 employees.

Up to this point, the breakdown has been done *visually*. We now introduce a mechanical device in the form of a marginally punched card which can be sorted manually.

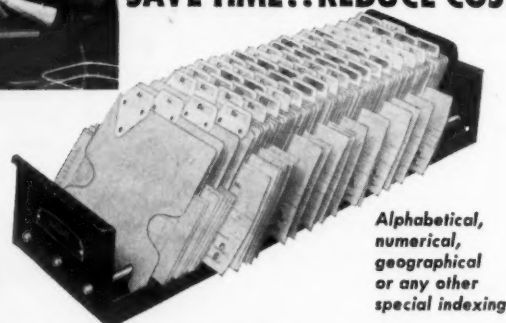
These cards are purchased for only \$7.31 per thousand. They are a stock form. (See cut.) By "punching out" any of the marginal holes, information can be transferred to the card. When these cards are stacked together, a "needle" can be passed through the packs at any given point around the margin. When the needle is lifted, all cards which have been notched fall out of the pack. The others remain on the needle. One has only to count the cards thus sorted to obtain a needed figure. No visual checking is required.

To save time we *prepunch* four sets of cards to show each of the four con-



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**FASTER SORTING...
in perfect order
with less handling!**



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numerical,
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or any other
special indexing

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Most complete sorting line available. Easy rolling stands also available.



(Circle 612 for more information)

CHART II

The card above has been punched to show the inquirer to be a pass-along reader—who is a financial officer—in a manufacturing company—of over 500 employees

CODE OF TITLES

- 1—Corporate Officers other than Controllers & Treasurers (Chairmen, Presidents, Directors, Vice Presidents, Secretaries)
- 2—General Managers (will sometimes be corporate officers)
- 3—Financial Officers (Controllers, Treasurers, Accountants)
- 4—Sales Management and Marketing
- 5—Production Management
- 6—Purchasing Officials
- 7—Methods Directors
- 8—Office and Personnel Management
- 9—All other

CODE OF BUSINESS CLASSIFICATIONS

- M—Manufacturer
- W—Wholesaler
- R—Retailer
- G—Government & Military
- B—Bank & Financial (Brokers, Loan Companies, Safe Deposit, etc.)
- I—Insurance
- X—Institutions (Hotels, Schools, Hospitals, Clubs, Associations)
- S—Service, Professional, Newspapers, All Other
- U—Utility (Gas, Electric, Water, Phone)
- T—Transportation (Air, Train, Bus, Truck, Van)

methods

tingencies mentioned above. Since these are always constant, the four resultant stacks of cards can be "gang" punched, thus speeding our work.

Hole number 3, if notched out, represents a company of over 500 employees. Naturally, if this hole is not notched, the company has *less than* 500 employees so no separate hole is needed for this fact. Hole number 25, if notched, represents a "pass-along" reader. If unnotched, the man's name is on our circulation list.

A glance at the card illustrated will indicate that holes number 4 through 12 indicate the "titles" of the inquirers. Holes number 15 through 24 indicate their "business classifications."

We punch a separate card for each inquirer in our sample group. Only two hand punchings are required—the title and classification. The rest has been prepunched. Of course, for special studies, we can use any of the other

holes around the card to punch in other information.

When all of the 200 cards are punched, a job that takes less than an hour, the sorting operation follows. Using the worksheet pictured below (Chart III), a clerk extracts the required information with the needle. For example, to determine how many pass-along readers there are in companies with more than 500 employees, *who are also financial officers*, the clerk first inserts the needle through number 3, removes those cards not punched, and is left with all the cards for firms with more than 500 employees. Next he removes those cards for recipient readers by putting the needle through number 25. Then, by inserting his needle through the number 10, he removes all but the financial officers in the category called for. The repetition of this swift, simple procedure provides all the figures we need to fill out the worksheet.

CHART III

| | Recipients in Companies of Under 500 Employees | Recipients in Companies of Over 500 Employees | Pass-Along Readers in Companies of Under 500 Employees | Pass-Along Readers in Companies of Over 500 Employees | Total Recipients | Total Pass-Along Readers | Total |
|--------------------------|--|---|--|---|------------------|--------------------------|-------|
| Corporate Officers | | | | | | | |
| General Managers | | | | | | | |
| Financial Officers | | | | | | | |
| Sales & Marketing Mgrs. | | | | | | | |
| Production Managers | | | | | | | |
| Purchasing Officers | | | | | | | |
| Methods Directors | | | | | | | |
| Office & Personnel Mgrs. | | | | | | | |
| All Other | | | | | | | |
| TOTAL | | | | | | | |
| Manufacturers | | | | | | | |
| Wholesalers | | | | | | | |
| Retailers | | | | | | | |
| Government & Military | | | | | | | |
| Bank & Financial | | | | | | | |
| Insurance | | | | | | | |
| Institutions | | | | | | | |
| Service & Professional | | | | | | | |
| Utilities | | | | | | | |
| Transportation | | | | | | | |
| TOTAL | | | | | | | |

Our Circulation Manager then translates the worksheet figures into a report. This report compares the breakdown of inquirers with the breakdown of the circulation list. Some startling results have been obtained as described later on in this article. Let's continue with the system itself. The punched cards remain on file. If more definite information is desired, it is available.

Occasionally, the monthly system is varied to provide new information. For example, for several months 200 cards were taken from the first half of the month's returns and compared with 200 cards taken from the last half of the month's returns. We wanted to find out if most of our "pass-along" readers' inquiries came late in the month—as would be logically reasonable. On another occasion, specific editorial matter was assigned numbers on the punched card to provide the editor with a report on interest in specific articles, by title, by size of business, by type of business.

Do The Facts Have Value?

It would be downright silly to gather figures for their own sake. The resultant reports, however inexpensively obtained, should have month in, month out value. But here's an example that also reflects how one report automatically demands another upon occasion.

Approximately 60% of our inquiries come from "pass-along" readers, our first report showed. That sounded fine. In effect, we then knew that our effective circulation was at least 60% larger than the number of copies we mailed.

Another set of figures, however, gave us a momentary jolt. We know that about 55% of our mailing list is composed of top corporate officers, other than financial officers. Our report from the first analysis revealed that only 15% of our inquiries came from this group of men. Did that mean that top management wasn't reading the magazine? Should we revise the character of our list or change our editorial slant?

We went back to our punched cards.



"I hated filing too, before **CORRES-FILE..**
now it's laborless filing — and in half the time!"

For 60 long years the 4-drawer file has been a necessary evil — since 1893 filing clerks have been pulling, pushing, stretching, stooping, kneeling, squatting — performing more like gymnasts than office workers. No wonder the personnel turnover for filing clerks is the highest — and comparative efficiency the lowest. But, at last, filing drudgery can be eliminated. Office modernization can

include the filing system too — because Corres-File has become a reality. Designed to fill a vital and specific need, Corres-File eliminates more than 50% of clerical operating time — this brings your filing operation up to new heights of filing speed, efficiency — and economy. Send today for complete information.

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ORGANIZATION, INC.
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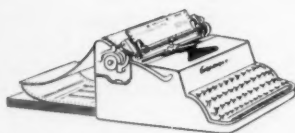
Name _____
Title _____
Company _____
Address _____
City _____ Zone _____ State _____

(Circle 628 for more information)



Blind to the facts—of wasting profit

She sees the light



with Moore Continuous form... 1 typing



instead of 2 typings... delay

The boss's vision was a little blurred, too—he couldn't see how poor system cut *everybody's* efficiency, slowed filling of orders, mixed records. It made good accounting difficult.

A Moore man looked at the system that made simple jobs hard. In its place, he designed a 4-part Continuous Interleaved Form, marginal punched. In one typing it provides copy that: authorizes

shipments to branch offices—advises branches—bills them—gives them a record of receipt—keeps a head office control. It saves typings, prevents confusion, makes operations dovetail.

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MOORE

BUSINESS FORMS, INC.

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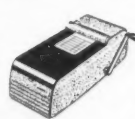
Sales Books for Every Business Operation



Continuous Interleaved Typewriter Forms



Continuous Register Forms



Registers



Fanfold Billing Machine Forms



Speedisets for Fast Carbon Extraction



Marginal Punched Business Machine Forms

(Circle 602 for more information)

A new set of reports revealed that the inquiries from the names on our recipient list were pretty much in line with our general circulation breakdown. We were out of balance on our "pass-along" inquirers. We took these cards back to our original list, compared them, and discovered that the average "pass-along" inquirer had actually received his copy from a top management man who had directed it to him. In other words, the top man had passed his copy along to subordinates—exactly what we had hoped would happen. We were certain of this, because in most cases, only the President of the firm was receiving the magazine.

What Do You Want to Know?

With a system as simple and inexpensive as the one described above, any businessman can afford the statistical guidance he needs to direct his business decisions. Here are but a few examples of studies you could conduct yourself with a needle, a hand punch, and a deck of marginally punched cards:

1. **PERSONNEL.** What employees are up for rate revision? What secondary skills are available in emergencies? What are the causes of absenteeism? Is absenteeism seasonal, affected by overtime periods, increased by the nature of a product being manufactured at a given time? etc.
2. **SALES.** Which salesmen are selling your full line as opposed to only certain products in the line? What advertising media are producing the best volume of inquiries and the greatest proportion of sales? Which accounts are buying in great enough volume to be considered profitable?
3. **PRODUCTION.** What is the incidence of tool breakage or loss by employee, by department, by function? What is the reject rate by cause, by vendor of component parts, by production rate?

These examples, of course, are indicative only of a sprinkling of the questions you might want answered. As stated before, *reports ask their own questions.* It is not a matter of executive intuition. The more you know, the more you want to find out, and the better your chance to exert precise management control.

methods

thought starters

FINANCIAL

thought starter

Special voucher-check reduces accounting paperwork

Through the use of a specially designed 4-part voucher check, the International Tag & Salesbook Company have reduced greatly the amount of time taken at the end of each month for accumulating the totals for each account to be posted to the general ledger (see cut).

When a check is typed, the distribution is entered on the detachable stubs

which are part of the second sheet. After detaching, they are sorted according to accounts numbers and then added for each account. The total for each account is posted in the general ledger as a debit and the total of all accounts becomes a credit to cash or accounts payable.

According to Mr. L. P. Bullat, treasurer of the company, who designed the system, the plan has resulted in considerable clerical savings as well as better control over financial records.

For more information and sample forms, Circle number 670 on the Reader Reply Card.

PATENTED

INTERNATIONAL TAG & SALESBOOK CO. No. 19926
319-329 N. WHIPPLE STREET
CHICAGO 12, ILLINOIS
SEPTEMBER 15, 1952 \$ 150.00

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☐ A.B.C. COMPANY
CHICAGO, ILLINOIS

☐ TO CITY NATIONAL BANK & TRUST CO. OF CHICAGO

☐ INTERNATIONAL TAG & SALESBOOK CO.

☐ BY _____

INTERNATIONAL TAG & SALESBOOK CO. No. 19926
319-329 N. WHIPPLE STREET
CHICAGO 12, ILLINOIS

| DATE | DESCRIPTION | AMOUNT | DISCOUNT | NET |
|--------|-------------|----------|----------|--------|
| 9-3-52 | INV. # 6924 | \$150.00 | | 150.00 |

DETACH STUB BEFORE DEPOSITING CHECK

N^o 19926

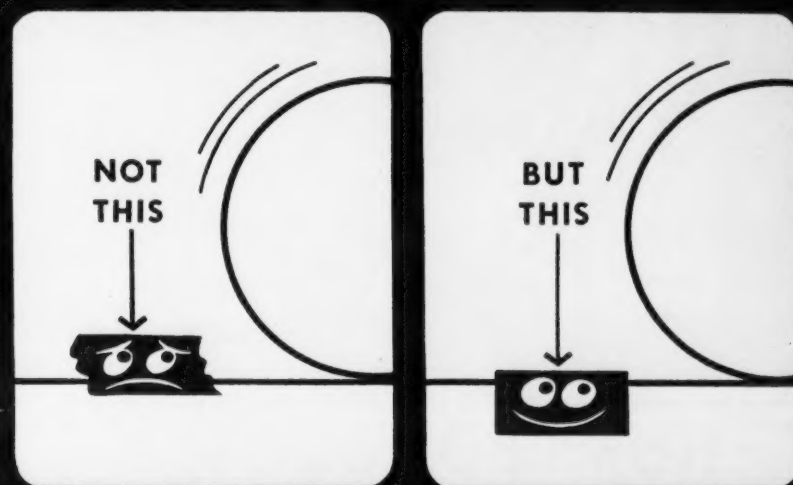
| MONTH | ACCT. NO. | AMOUNT |
|-------|-----------|--------|
| 9 | 211 | 50.00 |

N^o 19926

| MONTH | ACCT. NO. | AMOUNT |
|-------|-----------|--------|
| 9 | 306 | 50.00 |

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| MONTH | ACCT. NO. | AMOUNT |
|-------|-----------|--------|
| 9 | 412 | 50.00 |



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Make of Offset Duplicator _____

Organization _____

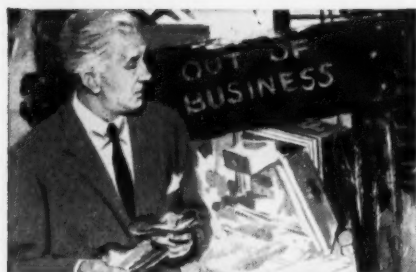
City _____ Zone _____ State _____



1. When temperatures exceed 350° F. (1/10th the heat of a match flame), paper chars. If you're entrusting business records to an old safe, or any safe without the Underwriters' Laboratories, Inc. label, expect it to act only as an incinerator above 350° F.

How much heat does it take

... to put you out of business?

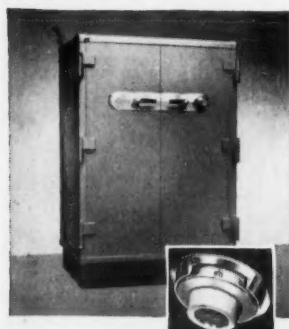


2. It could put you out of business. 43 out of 100 firms that lose their accounts receivable, inventory and other records by fire *never* reopen. And don't feel any safer because you're in a fireproof building.



3. A fireproof building simply walls in and intensifies a fire *inside* an office. And note the clause in your insurance policy that says: "Proof-of-loss must be rendered within 60 days." How could you—without records?

The risk is too great. Don't take it. Find out today, how little it costs to protect your records—and your business future—with a modern Mosler "A" Label Record Safe. It's the world's best protection. Meets the independent Underwriters' Laboratories, Inc. severest test for fire, impact and explosion.



The handsome new Mosler "A" Label Safe designed by Raymond Loewy brings, at no extra cost, distinguished beauty to any office. New convenience and security features include the "Counter Spy" Lock with numbers on top of dial to eliminate stooping and visible only to person working combination. Many models to fit your need.

IF IT'S MOSLER...IT'S SAFE
The Mosler Safe Company
Since 1848
World's Largest Builders of Safes and Bank Vaults

Consult the classified telephone directory for name of the Mosler dealer in your city, or mail coupon now for free informative material.

THE MOSLER SAFE COMPANY • Dept. MM-11, Hamilton, Ohio
Please send me (check one or both):
☐ Free Mosler Fire DANGERater which will indicate my fire risk in 30 seconds.
☐ Illustrated catalog, describing the new series of Mosler Record Safes.

NAME _____ POSITION _____
FIRM NAME _____
ADDRESS _____
CITY _____ ZONE _____ STATE _____

(Circle 625 for more information)

RETAILER'S

thought starter

Copying system saves money, speeds window-trimming

The following report received from the Office Manager of the General Retail Corporation should be of interest to any organization with a large group of retail outlets. Mr. Gregory reports:

"General Retail Corporation operates a chain of 300 retail shoe stores. These stores have a major window trim



submitted by Dan Gregory

General Retail Corp.
Nashville, Tennessee

four times yearly. The detailed instructions for these trims are sent out from the home office, together with photographs of a model window, to the store manager.

"Until our company purchased a copying machine for other purposes in the office, these window photographs were bought from a photographer at a cost of 50¢ per print. Our yearly usage on these pictures ran from 4,800 to 5,000 prints per year. After we had installed our copying machine for invoicing and other purposes, we found that by securing a 'positive negative' from our photographer of each picture at a cost of \$1.50 each, that we can photograph in sepia tone for approximately 10¢ each, a savings of 40¢ per print.

"This has resulted in a net savings of approximately \$2,000 per year to our company. Although the quality of these prints does not compare with a high quality photograph, for the purpose of instructions they have served our purpose well, at the same time resulting in a considerable saving in money."

For more information on the equipment used, Circle number 667 on the Reader Reply Card.



WIN \$25.00

for each Thought Starter published

METHODS will send you a check for \$25.00, and by-line you and your company, for each Thought Starter you send us that we accept for publication.

Material should explain how a better business method increased productivity or saved money in your firm. There is no limit on the number of Thought Starters you can send us. We urge you to send us illustrations whenever possible.

Keep them brief,—but use as many words as are necessary to properly explain your subject.

Address material to:

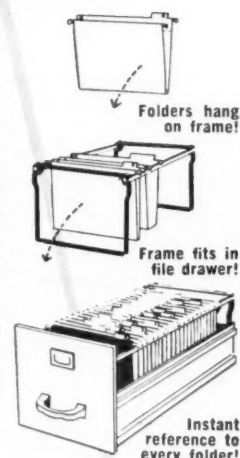
Thought Starters

Management METHODS Magazine
141 E. 44th St., New York 17, New York

follow the
green light to
quicker filing

GET
OXFORD
PENDAFLEX®
HANGING FOLDERS

THEY HANG! STRAIGHT! That's the principle which has revolutionized modern filing. Every folder in drawer is accessible—quick to get at. Need a front folder? Find it! Looking for a back folder? Find it! Pendaflex folders slide speedily forward and backward on frames. You reach in drawer; whisk other folders away; instantly select the folder you want.



Write today for
TRIAL DRAWER test to:

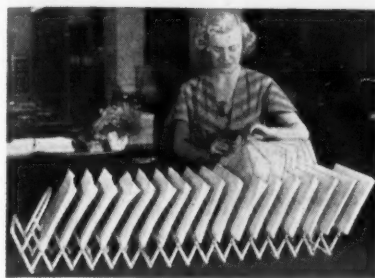
Oxford Filing Supply Co., Inc.
84 Clinton Road, Garden City, New York

NAME _____
BUSINESS ADDRESS _____
CITY _____ STATE _____

(Circle 616 for more information)

methods

Q: How Can You Lower Paper Handling Costs?



A: Use EVANS GATHERING RACKS

Here's the way to quickly and cheaply collate bulletin pages, sort papers, or assemble inter-office communications.

Evans Gathering Racks are **GUARANTEED** to produce quicker and more accurate results than any other collating aid on the market.

Sitting or standing one worker collates 3,500 sheets an hour without fatigue. Twice as fast as picking papers from piles on tables. Of all aluminum, each section holds 500 sheets at inclined angle. Use racks singly, or two or more together for larger gatherings. Racks collapse for setting aside.

SHOWN: 18-section TU Model at \$25.00
7 other Models, \$11.00 to \$16.50

See Your Dealer or Write:

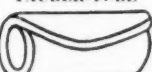
Evans Specialty Co., Inc.
421 N. Munford St., Richmond 20, Va.

(Circle 618 for more information)

PLASTIC BIND Your Own BOOKLETS

All the equipment you need to plastic bind reports, annuals and catalogs is included in the Tauber Plastic Binding Kit. Plastic bind at your own desk any typed or printed literature in any size or shape . . . in seconds . . . and at practically no cost!

TAUBER-TUBE

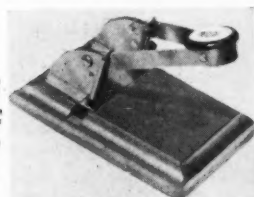


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\$9.90

The beautiful Tauber Plastic tubes will enhance the appearance of any book. All the pages will lie absolutely flat F.O.B. . . . no matter where N.Y. they are opened.

USE THE KIT ON A



2 WEEK TRIAL, NO OBLIGATION

TAUBER PLASTICS, Inc.

200M Hudson St., New York 13, N. Y.

(Circle 641 for more information)

november 1952

TAXATION

thought *starter*

Recent tax ruling helps by easing depreciation terms

An extremely important finding of the Tax Court may permit you to alter your present depreciation pattern for the better if the Treasury continues to go along with it.

Briefly, here's what has happened: a taxicab company has been permitted to deduct 45% of the cost of a cab during the first year, 25% the next year, then 20% and finally 10%. This is opposed to the straight method of deducting 25% per year on a cab with a four year life.

The reasoning of the court was that the value of a new cab shrinks most in the first year and least in the last year of its life. Extending this thinking, the same conditions could be claimed for a variety of different types of equipment where the resale value takes a heavy licking during the first year and depreciation is felt the least in the last.

If the Treasury goes along with this thinking, and they already have in this case, investment in high cost, greater productivity paperwork equipment may now be more readily justified. If you want your accountants to pursue the point further, the case is Concord Cab Corporation, 18 T. C. No. 126.

CLERICAL

thought *starter*

Service bureau handles renewal of hotel credit cards

A large hotel chain has the problem every third year of issuing new credit cards to about 250,000 persons. Renewal applications must be checked against the current credit card and its matching stencil, and then filed. Entirely new applications require a bank report translated into a rating which must be noted on the credit card. Returned mail and changes of address must be checked against both cards and stencils. The volume of clerical work involved is enormous.

Instead of attempting the operations in its own offices, the hotel chain has turned the entire checking and filing operation over to a filing service

(Continued on Page 20)

PAPER WORK! PAPER WORK!

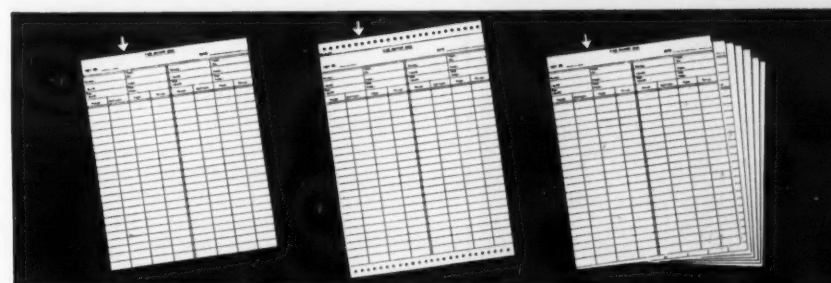
GET IT DONE!

QUICKER and CHEAPER

WITH

XEROX®

COPYING EQUIPMENT



ORIGINAL

PAPER MASTER

MULTIPLE COPIES



From original to multiple copies

IN 3 MINUTES

with xerography and offset duplicating

Offset paper masters of office forms, memos, engineering drawings, data, specification sheets, etc. are made by xerography in less than three minutes. Multiple copies are then run off on offset duplicators. This combination offers the quickest and most economical method used by hundreds of large and small businesses.

Because it is a dry, direct positive copying process requiring no intermediate negative, xerography eliminates darkroom, chemicals, fuss, muss and fumes. Get it done quicker and cheaper with xerography.

Write for case histories showing how all types of companies are saving time and money with xerography.



THE HALOID COMPANY

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BRANCH OFFICES IN PRINCIPAL CITIES

Rectigraph and Foto-Flo Photo-Copying Machines • Photocopy Papers and Chemicals • Photographic Papers • Negative Materials for the Graphic Arts • XeroX Products for xerography.

(Circle 607 for more information)

ARRANGEMENT OF RECORDS IN VISIrecord COMPACT HOUSING EQUIPMENT SAVES VALUABLE SPACE, MAKES RECORD KEEPING OPERATIONS SIMPLE AND PLEASANT.

For Small or Large Record Keeping Requirements VISIrecord is the Most Compact and Fastest Visible Record Keeping System.



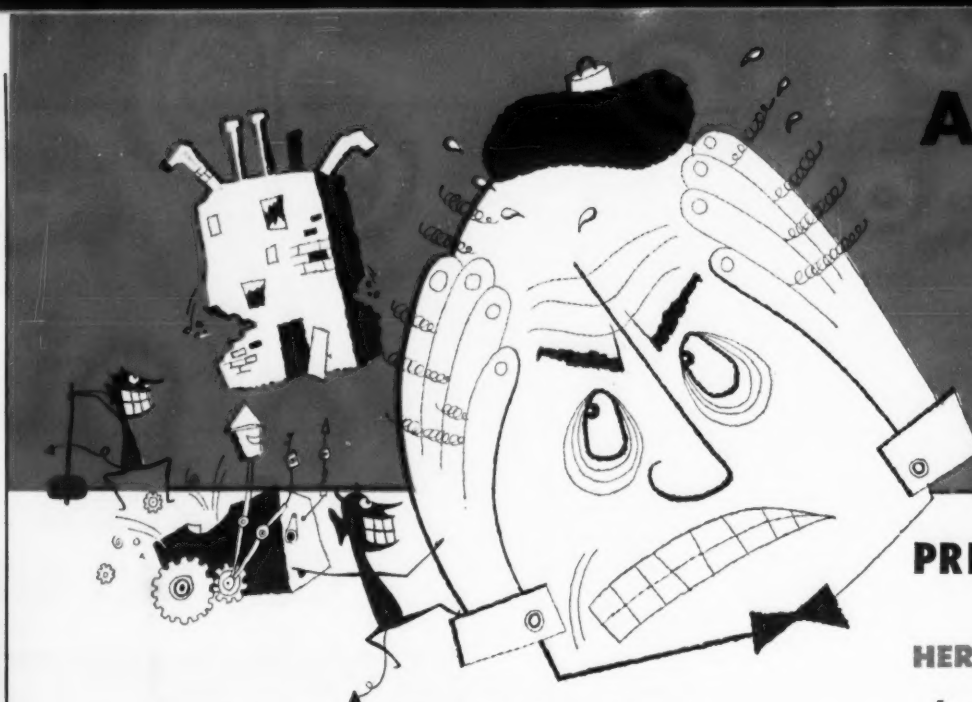
Ten thousand visible records are all within easy reach, with accessibility to any record in a matter of seconds.



Approximately 20,000 records occupy no more space than the average office desk. All records are accessible for reference, when necessary, to other personnel than the operator.

For better systems and the most modern record keeping equipment, write;

VISIrecord Inc.
Dept. N,
Copiague, L. I., New York



Preventive Maintenance for Tools and Gages

Large amounts of material may be scrapped in production, schedules ruined and life of equipment shortened unless necessary precautions are taken to protect tools and gages. Neglectfulness can be costly in wasted production and in the ruining of expensive tools. Tools and gages must be inspected periodically to insure their perfect working condition and that their tolerances are exact.

Here is an effective system of maintenance tool control that will:—

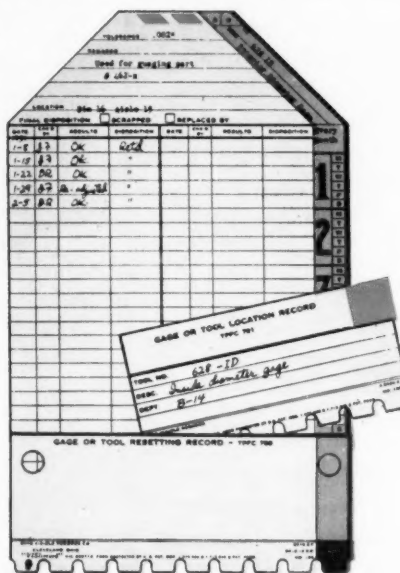
1. Insure that tools are kept in excellent working condition and prolong their life.
2. Prevent wasteful production.
3. Insure intelligent direction in the routing and employment of tool maintenance personnel.

This VISIrecord system requires no clerical help, as there is no clerical posting and as it does not require any supplementary records. It saves valuable tool room space as no visible system is more compact than VISIrecord.

A master card carries a record of inspection and disposition of each tool and gage in your plant. Inspections, whether periodic or at varied intervals, are controlled and signalled automatically in the vertical visible margin on the right side of the card.

A round hole, in the pocket at the bottom of this card, signals the presence of a location record. This location record tells you exactly where the tool is, whether it is to be held for disposition, or has passed inspection. It guarantees the best possible routing, saving countless hours of travel time through the plant by tool inspection personnel.

Because of VISIrecord's locating speed of 11,000 records per hour, finding items that need special attention is done in seconds... and there is complete assurance that all inspections are made **ON SCHEDULE**. Economical VISIrecord saves countless hours and dollars in the operation of your tool maintenance department. Write for additional information.



An ounce of prevention is worth a pound of cure

PREVENTIVE MAINTENANCE

PREVENTIVE MAINTENANCE IS AS IMPORTANT TO THE WELFARE AS PREVENTIVE MEDICINE

HERE'S HOW You Can Keep Your Plant, Equipment, and Personnel in the Best of Health

In much the same manner as periodic checks of your heart, lungs, kidneys, etc., the vital organs of your body, are made to prevent breakdowns and insure better health and longer life... protection of the vital organs of your business, your operating equipment and plant facilities, is also essential.

To insure against broken production schedules, maintenance stock shortages, unnecessary deterioration of your machinery, and to prolong the life of your operating equipment, regular inspection and service of inventories and equipment are major considerations of any business. Top performance of equipment for healthy business operations are direct results of proper maintenance.

Reminders of maintenance to be done can be kept in your hat, on attractive desk pads, or in any type of "old fashioned" record keeping equipment. If it can show in advance, on schedule, the

Maintenance Stock Control

An efficient maintenance stock control system should enable you to have on hand every part and all material required for any maintenance repair, which, if not attended to, can result in production lags, broken schedules, and disappointed customers.

It should prevent unnecessary accumulation of spare part inventories, for repair and upkeep of machines which can result in excessive storage costs and inventory investments, increased operating expenses and ultimately reduced profits.

In this VISIrecord two card system balances on hand and reorder warnings of low stock are instantly seen in the visible margin of the master maintenance record card. One operator can review up to 11,000 records in less than an hour. This quick, tight control results in reduced inventory of required maintenance parts. A history of the use of each part and a running record of costs are also kept on the master card.

The second card is a purchase history and permanent requisition record. It is an official specification sheet for reorder and serves as an automatic requisition for purchasing. It eliminates writing of requisitions, preventing errors in transcribing specifications and saving valuable time. It is a complete purchase history record for that part. This eliminates the need for a separate purchase history record in the purchasing department and helps prevent unnecessary purchases of slow moving or obsolete parts.

Because of its compactness, fully visible balances, speed and ease of operation, and practical design, absolute control of all maintenance stock is a certainty. This particular VISIrecord system has paid for itself in less than three months in labor savings alone, for one of our large users. Complete details upon request.

For Preventive Maintenance Systems Designed To Your Individual Needs,

Prevention is much cheaper
pound of cure . . .

MAINTENANCE insurance with **VISIrecord** record keeping systems

AS IMPORTANT TO YOUR COMPANY'S
MEDICINE IS TO YOUR HEALTH.

ent, and Production Facilities in Top-notch Working Condition.

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maintenance to be performed, repairs to be made and by so doing reduce repairs to a minimum, you have a good system . . . providing the cost of operation is not prohibitive.

An ideal system is one without voluminous records and time consuming operation—one that does not require a brigade of personnel to operate, and yet, one that gives you absolute maintenance control.

VISIrecord will do just this. It will visibly indicate on a simple scheduled basis when and where work is to be done, what work is to be done and by whom. It will provide this control economically and so quickly that one clerk alone can scan and check up to 11,000 records in less than an hour. Shown here are three proven efficient Preventive Maintenance control systems in use at the U. S. Rubber Company, Bell Aircraft Corporation and Thompson Products Company.

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U.S. RUBBER COMPANY
MAINTENANCE RECORD CARD

RECEIVED BY: [Name]
DATE: [Date]
DESCRIPTION: [Text]
COSTS: [Table with columns for labor, material, and servicing]

COLOR SPOT SEEN THROUGH HOLE SIGNALS PRESENCE OF 2nd CARD

Preventive Maintenance for Machines and Equipment

For profitable results and the protection of your firms physical assets, equipment and machines must be kept at peak efficiency and operated at maximum productivity. To prevent breakdowns or replacement of machines resulting in production losses, records must be maintained to schedule periodic inspections of equipment. To insure that your equipment functions at the lowest dollar upkeep, cost controls should also be a part of the record.

BELL AIRCRAFT CORPORATION
MAINTENANCE RECORD CARD

REPAIRS: [Table with columns for date, description, and cost]

REPAIRS: [Table with columns for date, description, and cost]

REPAIRS: [Table with columns for date, description, and cost]

REPAIRS: [Table with columns for date, description, and cost]

This **VISIrecord** two card system tells you automatically when inspections are due, what inspections are taking place and which ones have been completed. It is a record of scheduled and completed repairs and adjustments and gives you the cost of labor, material, and servicing.

The signalled area in the visible margin of the master card controls the month and day inspections must be made. The body of the card is a four-year inspection and history record and a complete cost record of maintenance. It provides all information pertaining to equipment. The second card is the inspectors work record, routed to the maintenance department, for recording inspections and any maintenance required.

This single, compact **VISIrecord** system simplifies what could otherwise be a complicated duplicate tickler file and master file operation. To reduce your preventive maintenance costs, write for detailed information.



MUCH FASTER RECORD
KEEPING OPERATIONS ARE
MADE POSSIBLE WITH
MODERN VISIrecord HOUS-
ING EQUIPMENT

VISIrecord Gives Absolute
Control Because all Pertin-
ent Facts Needed are at
Your Finger-Tips . . . Always
Visible, Instantly Accessi-
ble.



This serene office controls ap-
proximately 500,000 records
that are constantly referred to.
All are neatly arranged in
VISIrecord self contained desk
units. Cramped office conditions
are eliminated.



This simple arrangement allows
for the control of approximately
60,000 records. All are easily
accessible for quick efficient
record keeping procedures.

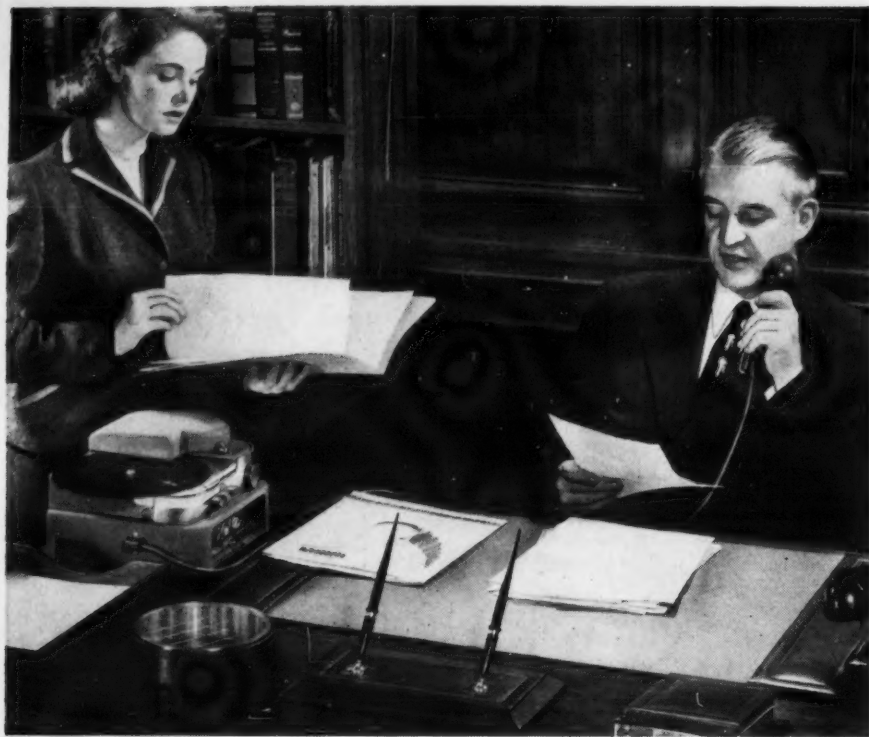
For better systems and the most
modern record keeping equip-
ment, write;

VISIrecord Inc.
Dept. N,
Copiague, L. I., New York

(Circle 635 for more information)

Needs, Write — **VISIrecord Inc., Copiague, Long Island, N. Y. Offices in Principal Cities**

In Canada: **VISIrecord Of Canada LTD.** 266 King St. West, Toronto 1, Ontario



How to organize your paperwork

Here is a new, easier way to handle routine paperwork and dictation—a different technique that will help you finish faster:

(1) Start at the top of the pile — there's no need to sort out the dictation matter; no need to call your secretary in and keep her waiting.

(2) Read the first letter, memo or report. Decide whether to handle it verbally or in writing.

(3) If verbal, pick up your telephone and get it done. If in writing, pick up your Audograph microphone and get it done.

(4) Go on to the next item, and continue to dispose of each as you come to it.

Note that you go through the

workpile just once. If interrupted, it's easy to pick up where you left off.

You work smoothly, efficiently, quickly — alone you think and talk easily. There is no confusion, no waste motion, no petty delay. And while you're working, your secretary is intercepting phone calls, getting data you need, or transcribing the work you Audographed earlier.

Although versatile Audograph helps you in many ways, it has proved again and again that in this one function alone—speeding paperwork—it saves its cost many times over.

If you are interested in this more efficient way of working, send in the coupon. Try the technique yourself. You'll find that it really works.

Gray
AUDIOGRAPH

Get the Audograph story today!

The Gray Manufacturing Company
Hartford 1, Connecticut

Please send me your illustrated Booklet J-11
"Now We Really Get Things Done!"

NAME _____

FIRM _____

TITLE _____

ADDRESS _____

CITY _____

AUDIOGRAPH® sales and service in 180 U.S. cities. See your Classified Telephone Directory under "Dictating Machines." Canada: Northern Electric Co., Ltd. Abroad: Westrex Corp. (Western Electric Co. export affiliate) in 35 countries. Audograph is made by The Gray Manufacturing Company — established 1891 — originators of the Telephone Pay Station.

*TRADE MARK REG. U. S. PAT. OFF.

(Circle 609 for more information)

(Continued from page 17)
bureau. They supply night workers when it is necessary not to interfere with the hotel's daily routine. The cost was found to be less than the hotel chain can employ and train temporary help of their own, and the incidence of errors has been materially reduced by using experienced file personnel.

For more information on this service, plus other specialized systems jobs this organization can take over, Circle number 668 on the Reader Reply Card.

PURCHASING

thought *starter*

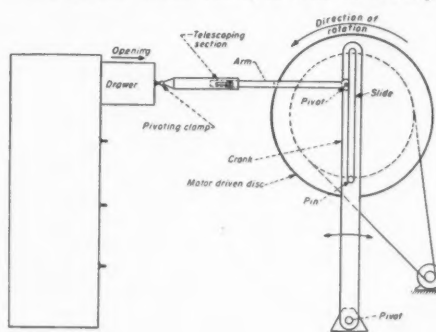
Mechanical muscle tests filing cabinet drawers

How much mileage is there in a filing cabinet drawer? The answer is more than a statistical exercise. It is of practical interest to anyone who buys office equipment. A prospective purchaser will want to know, for example, how many times a loaded drawer can be opened and closed before the runners or bearings fail, or what type of construction will enable his clerical staff to operate the drawers with minimum effort.

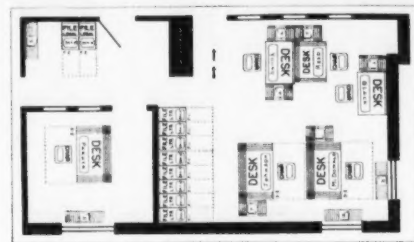
Not long ago, an Eastern municipality, about to purchase a large number of filing cabinets, wanted to make just such a comparison of the various brands of equipment. The information desired for the evaluation was:

1. The condition of the cabinet after a drawer carrying an 80 pound load had been opened and closed 50,000 times.
2. Any increase in the amount of pull required to open the drawer after 10,000 cycles.
3. The number of cycles before a specified maximum pull of $3\frac{3}{4}$ pounds would be required. In the test, the drawer was to open and close at a rate of 20 cycles a minute.

To make these tests, it was obvious, a



ARE YOU MAKING THE BEST



USE OF YOUR OFFICE SPACE?

High overhead costs make efficient office planning a must. And graphically speaking, CHART-PAK is the answer.

CHART-PAK can help you in your planning by providing a quick, easy, and economical method of making complete layouts.

The CHART-PAK method utilizes two-dimensional templates for office furniture and equipment, tapes for walls, aisles, and partitions, and a ruled plastic layout board. Templates and tapes are self-adhering. Unlike drawn or glued layouts, changes can be made quickly by peeling off pieces and applying new ones.

Using the simple instructions, you or members of your office staff can easily make professional layouts like the one shown above.

The handy \$12.50 kit contains over 400 die cut desks, tables, files, etc. This can be your introduction to more efficient office planning.

CHART-PAK also provides complete materials for organization and graphic charts.

For more detailed information write to

CHART-PAK, INC.

104-N Lincoln Avenue,
Stamford, Conn.

(Circle 629 for more information)



Now you can do

PLASTIC BINDING

RIGHT IN YOUR OWN OFFICE
this modern low-cost way

Add prestige... color... utility... attention—compelling appearance to reports, catalogs, all printed and duplicated material. Save money, too. Anyone can operate.

FREE... PLASTIC BOUND
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Get your personalized edition today... a unique and beautiful sample of modern plastic binding packed with illustrated facts and ideas. Gives complete application story and cost advantages in organizations of all types and sizes. Here's a wealth of important information absolutely FREE.

GENERAL BINDING CORPORATION
Dept. MM-11, 808 W. Belmont Ave.
Chicago 14, Ill.

(Circle 634 for more information)

methods

Do you know of a better method
that has increased productivity
or saved money for your firm?

**It May Be Worth
\$25.00**

See Page 16

**I clean my
LINOLEUM
DESK TOP**

in 2 minutes . . . with



LINO-KLEEN

No water—no soaping—no rinsing—eliminate sloppy pails. Simply apply this chemical cleaner a few minutes each week . . . and your linoleum desk tops look like new—restores original non-glare, non-gloss finish. Anyone can clean their own desk top without getting soiled—LINO-KLEEN makes cleaning a pleasure. Keep a bottle in each desk.

• Write for FREE trial sample.

WIEMER'S, Inc.
70 Vernon St., Bridgeport, Conn.

Please send a sample of Lin-O-Kleen and all information pertaining to its use.

Name
Firm Name
Address
City Zone State

(Circle 620 for more information)

november 1952

mechanical robot had to be devised. The engineers at Sam Tour & Co., a New York testing and research laboratory, met the problem in labor-saving fashion. They built a mechanical muscle consisting of a driving motor, speed reduction system, crank, and arm to deliver the horizontal push-and-pull to operate the drawer. The apparatus is shown on the preceding page. The arm was built with a short telescoping section to permit the file drawer to reach the fully open and closed positions without interference or assistance.

This tireless file clerk tested each of the competitive filing cabinets while the engineers went about their other duties. The results showed that the cabinets, all of which had been tested under identical conditions, varied widely in performance. The number of cycles registered before an excessive pull was encountered ranged from 2650 to 43,700 cycles. The force required to open the drawers in the various cabinets ranged from 3½ to 18 pounds. Some cabinets had major structural defects.

On the basis of these tests, the city's purchasing department was able to choose the equipment having the best performance and longest service life.

For more information on testing products before purchase, Circle number 666 on the Reader Reply Card.

PRODUCTION

thought starter

Equipment records reveal true maintenance costs

In their *Operations Report* of September 23rd, 1952, the Research Institute of America discusses the importance of controlling maintenance costs. In reviewing the need for detailed Equipment Records as part of a cost control program, they state:

"To get a true picture of maintenance costs, records of repairs by individual machines are almost mandatory. Here's what they will do for you:

"... *Reveal the cost of idle machine time.* This is one of the biggest hidden expenses in plants today, and yet surprisingly few companies have any system for checking it. With a set of

Each Worker Produces 25 to 60% More— with ROL-DEX* by Watson

established 1887



ROL-DEX installation in the office of Blue Cross, Philadelphia

Solve Record-Keeping Problems and Cut Overhead!

Smoothly, rapidly, quietly, records roll to the seated operator with ROL-DEX by Watson. Actual time studies prove ROL-DEX' ease of operation increases production per worker up to 60% while saving up to 45% on active record costs. Use your present records—no new forms to buy, nothing to retype. Mail the coupon below for further information on how ROL-DEX can help your business.

NO WALKING
NO STOOPING
NO SQUATTING

ROL-DEX pays for itself
in direct savings to you.

*Pat. and Pats. Pending



WATSON MANUFACTURING CO., Inc.
Rol-Dex Division, Dept. M-3
Jamestown, New York

Please send me information about ROL-DEX rolling units.

Company
Name Title
Street Zone
City State

**Watson also builds a complete line of filing cabinets
and courthouse, bank and hospital equipment**

(Circle 606 for more information)

WON'T
SMUDGE
•
RESISTS:
DIRT
GREASE
WATER
ACIDS

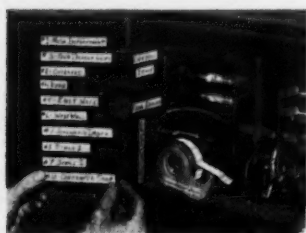
LABELON
PLASTIC

Write on it
TAPE

STICKS
WITHOUT
MOISTENING



FOR INVENTORY,
MAINTENANCE,
SERVICE, OFFICE, ETC.



Write to Dept. MM

Nothing else like LABELON—the amazing "Write on it" plastic tape! Use it to label stockroom shelves, bins, tools, hard-to-mark parts; for indicating rejects and service department repairs; for marking laboratory equipment, supplies, experiments; for panel boards or wiring; for office files, folders, etc.

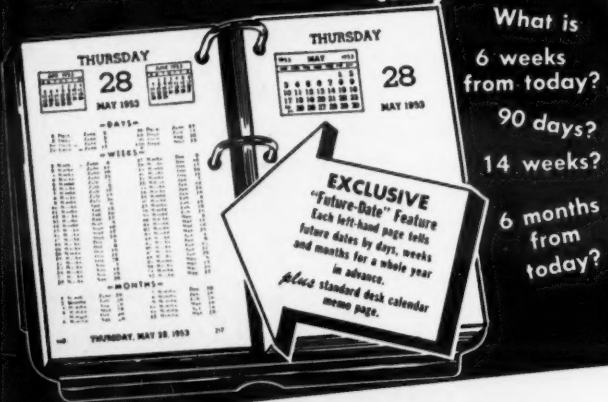
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(Circle 636 for more information)

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"Most useful item on my desk" says one P.A. User of 2 in 1952 reordered 25 for 1953 . . . a company using 300 in 1952 purchased 1200 for 1953. Nearly 100% reorders. More than 6000 companies now using Schedule-A-Date Desk Calendars—the proved time and money saver.

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Schedule-A-Date Desk Calendar—Standard 3 1/4" x 6" page with holes spaced 2" for side opening stand. Metal stand is well designed with rubber feet. Pad only 5 or less \$1.75, 6—\$1.65, 12—\$1.60, 24—\$1.50, 36—\$1.40, 50—\$1.30, 100—\$1.20. Complete: (Pad and Stand) 5 or less \$3.35, 6—\$3.20, 12—\$3.10, 24—\$2.90, 36—\$2.70, 50—\$2.50, 100—\$2.40. Prices for larger quantities or literature on request.

SCHEDULE-A-DATE CALENDAR COMPANY, 367 E. State Street, Ithaca, N. Y.

(Circle 642 for more information)

equipment records, you can quickly total the number of idle hours due to breakdowns and repairs during the month. To get the dollar loss. Translate this figure into labor cost and add the effect of lost or reduced production on fixed overhead unit cost. Such a tabulation, made periodically, will highlight need for equipment replacement, or for changes in maintenance procedures. It will enable you to add idle time as an item on your budget.

" . . . They show when equipment should be replaced. A more modern machine may reduce production costs but not enough to justify the additional capital investment and higher depreciation charges. The difference in maintenance expense may well make the decision for you, especially in view of increased labor and material costs.

" . . . Highlight recurrent failures and help determine corrective action.

" . . . Equipment Records also guide companies in selecting new machines. Repair history may suggest the need for different design or other types of parts in new machines.

"RECOMMENDATION: To keep track of machine costs, you'll need a card showing the following information for each machine or group of similar machines:

"Description of the machine; type; serial number; maker; purchase order number and motor number date installed; purchased cost and installed cost. Provide space also to show initial location, and subsequent changes. A section should be allotted to electrical data, including motor and control ratings and any electrical accessory equipment. Mechanical accessory equipment can also be added. Drawing numbers should be shown, for quick reference by repair men.

"On the back of the card goes the maintenance history—the kind of work done, date and cost.

"OBSERVATION: Some companies find it's best to file these cards consecutively by machine number, regardless of department. Where the clerk has a lot of requests for equipment information, he can check more quickly. It's also a good idea to index the equipment by class or type, so that items can be located in the files when . . . numbers aren't known."

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*Model 500 shown with FULL REAM FEED

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methods

for the firm with a **MAILING LIST**

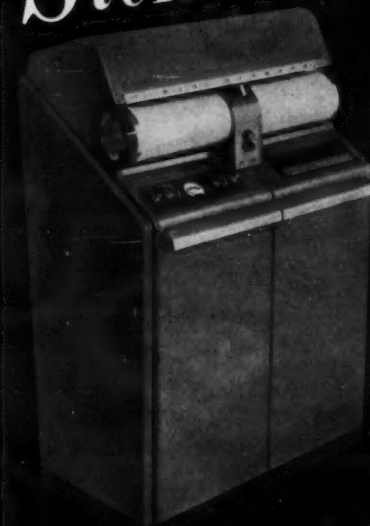
Obviously, it was desirable to somehow obtain equipment that would combine the speed and selectivity of punched card sorting with a mechanical addressing technique.

By applying this principle, the new corporation developed equipment which would accommodate tabulating cards which had a space reserved for the address master (see cut). In addition to supplying the Navy with precisely what it needed, other advantages in the new system accrued. They were

Here's what a large research firm engaged in the field of commercial reporting discovered when they investigated the equipment for their own use. Because "masters" could be prepared on any conventional writing instrument like a typewriter, accounting machine, cash register, or ball point pen, they found they could produce the original master card for only \$2.31 per thousand. While other firms had claimed even lower figures, this company had only to compare its \$31.00 per thousand price for its present method, to jump at the chance for savings. After adopting the new system, they recently reported that in spite of a 31% increase in the overall volume of their business, they had effected an immediate salary savings of \$11,000 a year, in addition to savings in space, unit cost of masters, and time. They are currently creating their master card on an electric typewriter with a pin feed attachment and are able to address at the rate of 30,000 reproductions per day. Their master card is 3" x 5" in size and is easily filed or referred to. (See cut on next page.)

Lieutenant John Doe
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Middletown
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Stenafax



(Circle 637 for more information)

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in "paperwork" costs

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operation in the preparation of two
different forms as one.

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you could write certain records at twice
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develop **better-working** papers.
And Standard's 40 years of **form design**
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BUSINESS FORMS



Paperwork Simplification

| | | |
|---|-----------------------|---|
| C | DOE, JOHN P. | C |
| C | B MAR. 13, 1924 MONT. | O |
| C | CLERK | C |
| C | 301 MAY 21 (23) 1952 | C |
| C | 1604 C | C |
| C | | C |
| C | | C |

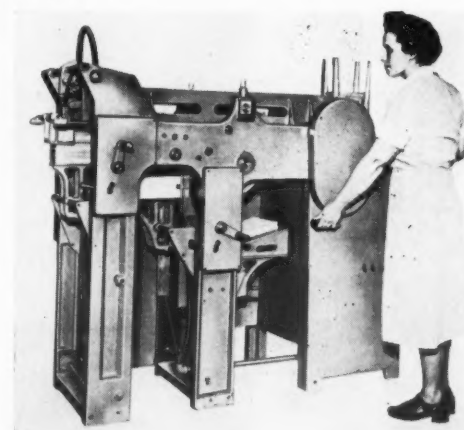
How Many Addresses per Master?

A fair average estimate of "mileage" is 250 addresses per master. Several variables like method of feeding and spirit volume control will affect this figure. Generally speaking, however, the master will last longer without change than the average address. Age itself is a minor factor. Studies show that with the proper use of hecto-carbon materials, the masters should be good for 20 years without appreciable deterioration.

While addressing is the most spectacular application as far as savings are concerned, the system can be applied profitably to other paper work problems. Duplicate specifications on different forms, for example, is one such use. New applications are being uncovered daily. Wherever transferring of data is being carried on in large volume, or where complex requirements exist, the equipment is worth investigation.

The machine is by no means cheap — approximately \$10,000. The potentials for economy, however, are so appreciable that even smaller firms with limited need would do well to explore their own operations with an eye to its possible worth as an investment.

For more information and free literature, Circle number 651 on the Reader Reply Card.



How to speed Photocopying

BY GIVING EACH DEPARTMENT ITS OWN MACHINE
DEEPFREEZE SPEEDS THEIR SERVICE AND REDUCES COSTS

by S. E. Schafer
Controller
Deepfreeze Appliance Division
Motor Products Corporation

Editor's Note: The problem of whether or not to centralize photocopying in a single department is of increasing concern to businessmen. No single rule can be applied to all companies. In most firms, a single department — like Engineering — has heavier volume needs than others. In a case like this, its work often takes precedence over other departments simply because the copying machine is controlled by its heaviest user. This often means unsatisfactory service for other operations. One way to guard against this is to provide low volume departments with less elaborate equipment to accommodate their immediate needs. The following article is a good example of the case for decentralization in firms where the climate and requirements are favorable.

From a wholly centralized photocopying set-up, we have recently installed a smaller machine in every department that needs one. Unlike our older equipment, the new machines are extremely simple to use so we immediately trained a girl in each department to run off the copies her department needs, as they are needed. The new plan met with immediate approval and satisfaction. To appreciate it fully, however, one has to compare the facts and figures with our former centralized method.

The Old Method

Under the old copying arrangement, to aid the operators of the machine, all papers that were to be copied were accumulated until noon, and the oper-

ator then mixed her fluids, and began making the necessary copies. Usually, this work was finished around 3 p.m. or a little later, and the developing solutions were then dumped, trays cleaned, and everything was put away until the following noon. What happened, of course, was that rush jobs came through several times a week, and they seemed to come either late in the afternoon or in the morning. In either case, new solutions had to be made just for that one rush job. Then the fluid was thrown out and everything was cleaned up, since the chemicals would not last long enough to do a satisfactory job on later copies.

With these numerous rush jobs, the operator had little chance to handle other work even though, theoretically, she spent only part of the afternoon in the photocopy room.

The New Plan

The same girl now is able to spend almost all her time on other work, because she is accountable only for the copying done by her own department. The same batch of developer now lasts for a week, and a girl can be in and out of the photocopying room with her copies in a matter of minutes.

As an illustration of the speed with which photocopying work is now done at Deepfreeze compared with several months ago, an executive of the company recently was explaining a point in a letter he was dictating. To clarify his explanation, he added that he was



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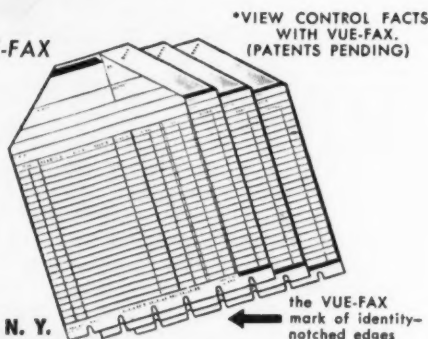
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Has the Reply Card in this issue of METHODS been used by somebody else? Every month, a few hundred readers write us letters complaining that the card was missing when METHODS was passed along to them.

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| 445 | 446 | 447 | 448 | 449 | 450 | 451 | 452 | 453 | 454 | 455 | 456 |
| 457 | 458 | 459 | 460 | 461 | 462 | 463 | 464 | 465 | 466 | 467 | 468 |
| 469 | 470 | 471 | 472 | 473 | 474 | 475 | 476 | 477 | 478 | 479 | 480 |
| 481 | 482 | 483 | 484 | 485 | 486 | 487 | 488 | 489 | 490 | 491 | 492 |
| 493 | 494 | 495 | 496 | 497 | 498 | 499 | 500 | 501 | 502 | 503 | 504 |
| 505 | 506 | 507 | 508 | 509 | 510 | 511 | 512 | 513 | 514 | 515 | 516 |

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One clerk in each department is trained to handle the department's own photocopying machine. Results: greater speed, lower cost, prompt service.

enclosing a photocopy of the document under discussion. The letter was being dictated late in the afternoon, but the document was copied in a few seconds and there was no delay in getting the letter into the mail the same day. Under our old plan, if a letter was dictated late in the afternoon, and a copy of a document was to be enclosed in the envelope, the letter would be held up until the following afternoon.

How the Equipment is Used

We were particularly interested in improving our photocopying because of the increasing volume of papers requiring reproduction. The company averages about 50 copies a day, and there have been days when the number ran well over 100. The types of documents copied include:

1. Confidential letters from the controller's office and administrative office.
2. Invoices where extra copies are needed because of war materials involved.
3. Railroad bills and cartage bills when only one original copy is received.
4. Original invoices where claims are filed for loss of goods by carrier.
5. Copies of original bill of lading,

which often must go with original invoices when claims are involved.

6. Some confidential work for executives.
7. Pages of the company magazine, with the photocopy being retained in case something happens to the original pages before the final printing.
8. Reproductions of blueprints.

In addition to these usual copying jobs, Deepfreeze recently handled the task of photocopying an engineering handbook. There was only one copy, and it was so confidential that the owner did not want to let it out of his possession. The 29 pages were removed one by one, then copied and the pages reinserted. An extra copy of the handbook was thus made in a relatively short time—and in the strictest confidence.

**Do you know of a better method
that has increased productivity
or saved money for your firm?**

It May Be Worth

\$25.00

See Page 16



Remarkable new *Dictabelt* gives reproduction like F-M radio!

"Clear as F-M radio," say executives and secretaries who have heard the reproduction of the pure, new *Dictabelt*.

Gone is the day of that costly secretarial complaint, "What did he say?"

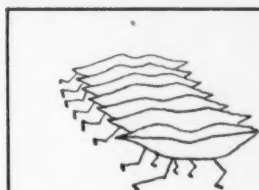
Every word you think out loud, or low, is captured with such true-voice clarity that transcription—the real pay-off in dictation—is simpler, faster, letter-perfect.

Clearly, the new *Dictabelt* opens up a new era in electronic recording on plastic.

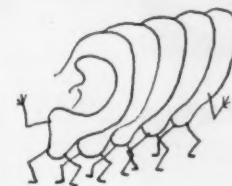
Thanks to Tennessee-Eastman and Dictaphone, the new *Dictabelt* is the purest plastic dictation record yet developed. Yet, it's so inexpensive that you use it only once.

Remember: *Dictabelt's* many exclusive advantages are available only with the Dictaphone TIME-MASTER, the dictating machine that's making business history.

Only *Dictabelt* gives you these 5 Advantages!



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3. Easy place-finding, because *Dictabelt's* recording surface is clearly visible and accurately related to simple, practical index system.



4. Lowest cost for new surface. *Dictabelt's* cost per average letter is less than the letterhead it's typed on! A permanently live record!



5. Mailable! 5 *Dictabelts* may be mailed in a standard envelope for 3 cents, a boon to salesmen, travelers, inter-office communication.



All your ideas about machine dictation will be changed by TIME-MASTER, the masterpiece of Dictaphone Corporation, the industry's pioneer and specialist in dictation machines, methods, services.

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IT'S SAID—

AND DONE!



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420 Lexington Ave., N. Y. 17, N. Y.

I would like:

☐ A free *Dictabelt* and folder. ☐ A free TIME-MASTER demonstration.

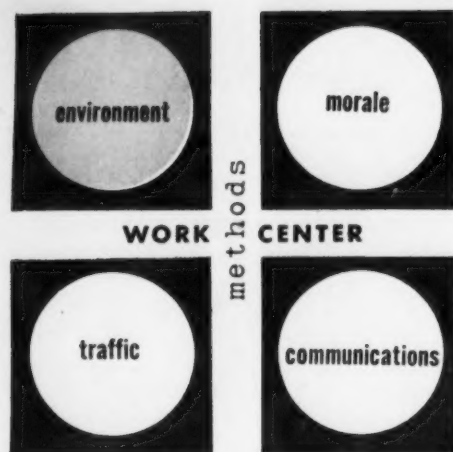
Name _____

Company _____

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City & Zone _____

State _____



How to lay out an office to save executive time

EVERY OFFICE HAS A LOGICAL ARRANGEMENT
THAT WILL SAVE LEG-WORK, HELP COMMUNICATIONS

Three years ago, the publishers of *FORBES* magazine moved to new quarters. They decided to start from scratch in laying out their offices and equipping them with furniture. Realizing the need for expert advice they employed a private consulting firm to assist them with their plans.

A publishing business is not unlike any other business in structure except in the "executive" category. The relatively high salaries paid editorial personnel puts them in a salary bracket comparable to middle management in general industry. Moreover, in planning work stations for such people, consideration must be given to their need for privacy and close contact with their associates.

The Forbes Solution

The layout shown indicates a carefully thought-out plan for arranging the firm's personnel in a Work Center that provides ease of communications, reduced leg-work, and economy of space.

Starting at the top left of the diagram shown, note that the receptionist and the reception room is immediately adjacent to the elevators. In the corner suite, a preferred location, is the office of the top management man, B. C. Forbes, the publisher. His office is

accessible only through an anteroom where his secretary sits.

The controller's suite is adjacent to Mr. Forbes' office, thus placing the whole fiscal operation of the firm, with its clerical help, in a unified area.

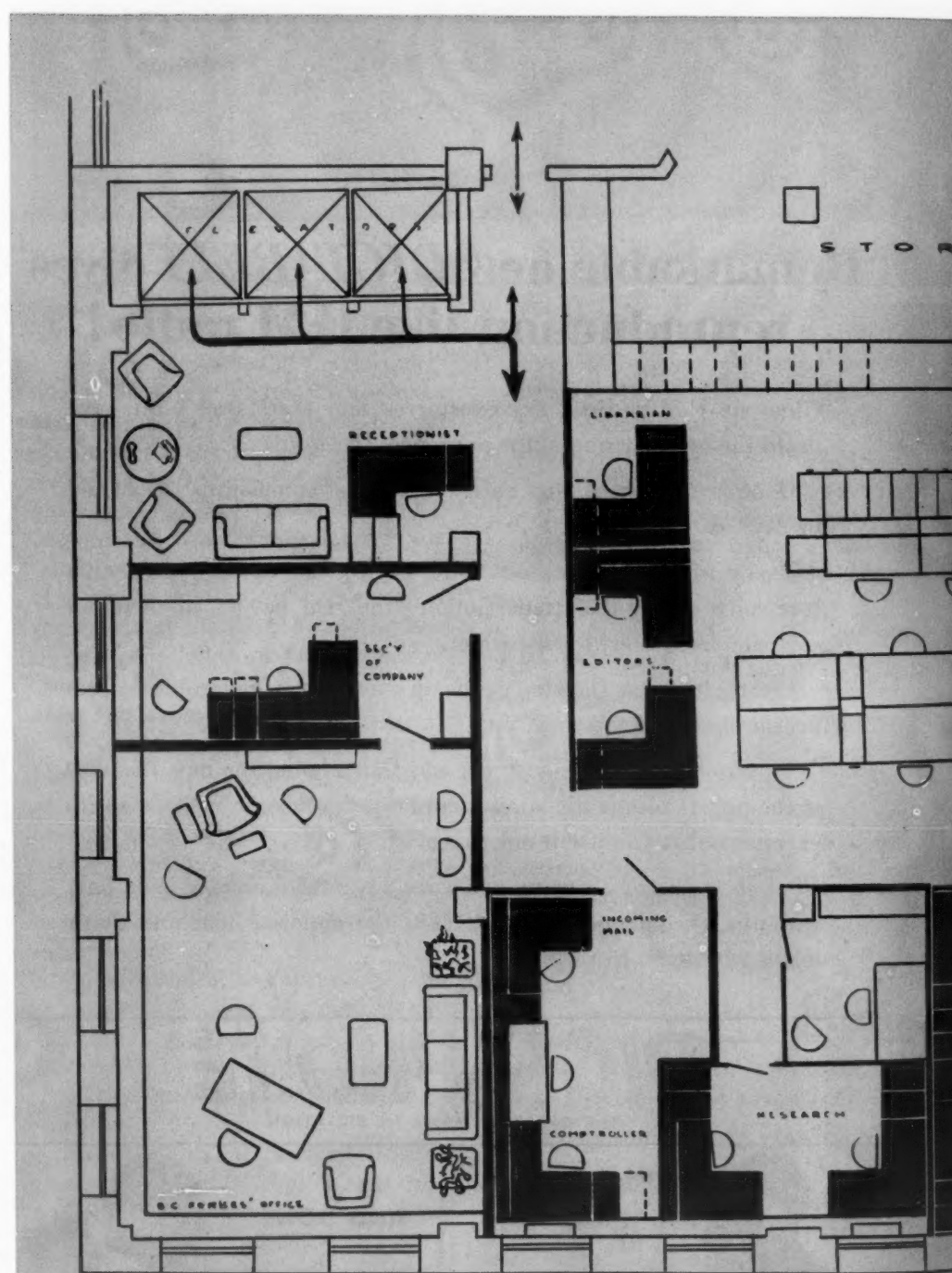
It should be noted at this point that "front office" traffic from the outside does not have to pass through the working areas, thus avoiding distraction to workers and possible embarrassment to visitors.

Where The Workers Work

The Research Department, an important adjunct to all departments of a publishing venture, is centrally located so that the financial, sales, and editorial departments are easily accessible. The clerical pool has been placed, for the sake of efficiency and convenience, in the heart of the operations.

The Chief Editor shares a semi-divided area with the Editorial Department secretary just outside his office. Note that in this position he is easily available to the other editors, yet is "screened" from general office operations. Around his office are clustered the other editorial personnel.

At the opposite end of the office from the Publisher's office is the Work Center of Malcolm Forbes, second in command of over-all operations. Since his area of responsibility covers both edi-

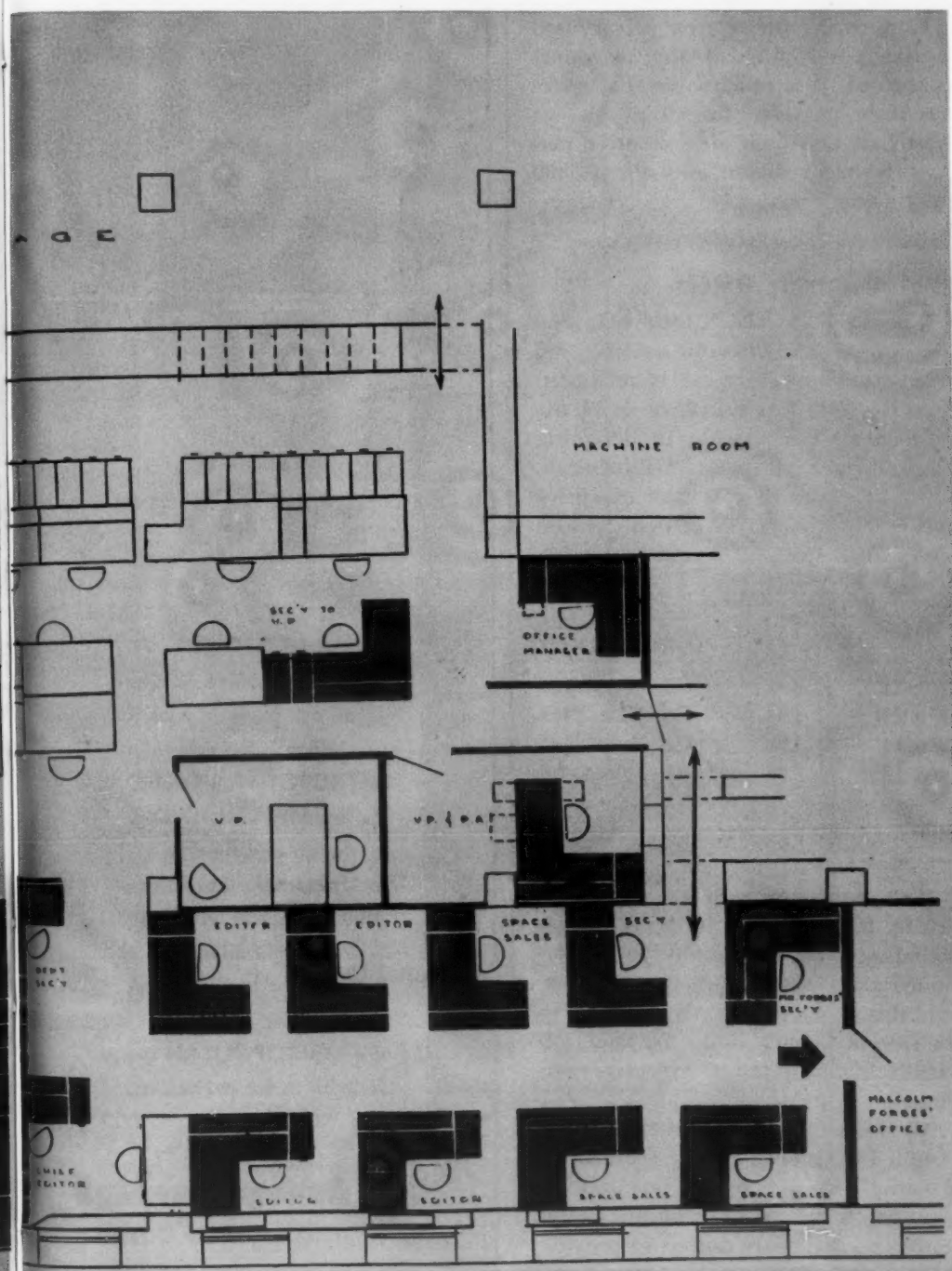


torial and space sales at an operating level he is wisely accessible to, and he can readily reach, the pertinent personnel.

The vice president for Sales and the vice president who is Purchasing Agent have private offices in the center of the working area. Notice that the Librarian (top left of layout) has her files just outside of her Work Station, yet close to the people who use her services. The Office Manager (top right) is placed so that he has a clear view of the entire clerical operation within the Work Center proper. He also has

easy access to the storage area and to the machine room where the company's direct mail operation is supervised and handled.

Analysis of the over-all layout reveals how well it is conceived for day-in-day-out operations. People and departments that work together have been brought together. The exceptional situations—for example the need for Malcolm Forbes to confer with the Publisher—are treated as exceptions and no effort is made to simplify this contact simply because the people concerned are "top brass." (next page, please)



Is the **desk** you sit
at really yours?

Take a good look at your desk — you spend more than half of your waking hours at it. This desk can be a helpful assistant, or it can tie you down by its limitations.

An Art Metal desk is a *planned* desk. It is built around *you* — the requirements of your particular job, your methods of working. It enables you to put your hands immediately on anything that is needed. It helps you get more done in less time, with less fatigue.

With an Art Metal desk you can select the drawer arrangement and working area best suited to you and your job. Drawers are inter-

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Your own desk work can be expedited; your employees can become better workers when your desks are Art Metal-planned for each work station. Write today for the free "Manual of Desk Drawer Layout." Or, consult your nearest Art Metal Dealer for an analysis of your desk requirements. Art Metal Construction Company, Jamestown, N. Y.

There's an **Art** to Desk Efficiency

Planning to move or re-arrange your office? Write for the nationally recognized Art Metal handbook "Office Standards and Planning." Or, call on your nearest Art Metal Dealer. He's an office planning specialist trained to help you obtain the utmost efficiency.



(Circle 608 for more information)

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Modern filing, made possible by Rock-a-File's revolutionary side-opening compartments, is faster and more efficient because each compartment "rocks" open to make its entire contents instantly accessible. More than that, *Rock-a-File actually requires less floor space than old-fashioned drawer-type files!*

Rock-a-File compartments project less than eight inches when open, "rock" open and shut effortlessly, and permit two or more persons to use the same file cabinet simultaneously. Alcoves, corridors, small corners and many other hitherto impractical locations become ideal filing space with Rock-a-File.

And Rock-a-File is *safe*, too... gravity center remains always within the cabinet; no danger of toppling, even with lower compartments empty.

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A typical vault installation showing 4-compartment and 2-compartment Rock-a-Files in tiers.



A 2-compartment Rock-a-File in private office use. Note close position... no need for user to rise; just swing around in chair.

For information, address Dept. O



ROCKWELL-BARNES COMPANY
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(Circle 604 for more information)

It is interesting to note that this office is designed for the use of modular furniture with integral partitions. While this solution has proved to be most satisfactory and economical for FORBES, much the same layout would have been possible with conventional office furniture and movable wall partitions. In either case, complete flexibility for future change would be inherent, though space considerations might be altered.

Other Strong Points

Considering the relative privacy and logical positioning of the personnel concerned, it is remarkable that space has been provided for 40 people—at least half of whom are executive personnel—in a space of only about 3800 square feet.

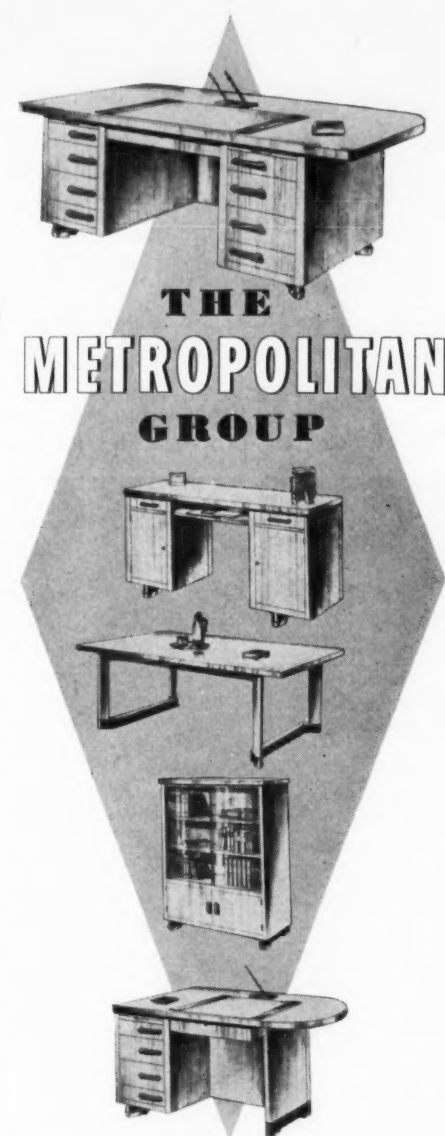
Sizes of Private Offices

The extent to which good planning has improved communications and saved space in FORBES can be measured from the following standards set by the U. S. Steel Corporation in designing their new general offices in Pittsburgh. With an eye to the needs of executive personnel, they standardized private offices as to size and occupancy as follows:

| SIZE | SQ. FT. | OCCUPANCY |
|-----------|---------|---|
| 21' x 21' | 441 | Co. President |
| 14' x 21' | 294 | Co. Vice Pres. |
| 14' x 14' | 196 | Co. Asst. V.P. |
| 14' x 13' | | Private offices for other executive personnel |
| to | | |
| 14' x 8' | | |

U. S. Steel uses a general factor of 110 sq. ft. per person in over-all areas including private offices, file room, corridors, aisles and storage space. Compare this to the use of only 95 sq. ft., in the case of FORBES, to do the same job with a higher ratio of executive personnel!

All things considered, in the case of FORBES it has been highly economical to spend time and money not only on planning their office layout but in investing the necessary dollars to provide the equipment to execute these plans.



The most impressive furniture you can place in your office is the new **METROPOLITAN** Group, by Imperial. Outstanding design and flawless craftsmanship make this the ultimate in luxurious office furniture. Consult your Imperial desk dealer about the new **METROPOLITAN** group. Or write us for particulars.



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(Circle 623 for more information)
methods



Materials handling control by handwritten communication

Controlling raw materials flow and work-in-process is a major problem in any job-shop manufacturing company.

Reporting locations of materials and items in manufacture is slow and ineffective if dependent upon expeditors or periodic call-in methods. Information which is received at Production Control hours after it is gathered can never effect up-to-the-minute control over plant operations.

To handle this problem, a large eastern manufacturer has recently installed a network of telescribers strategically located at control points throughout the plant. Handwritten information is transmitted between all departments and Production Control with this equipment. Whenever one department wants to send a message to another, a worker has only to write with a stylus on the writing surface of the machine and the message is transmitted.

For example: Department AA, having completed operation on a job, telescribes the following information to Department B. and Production Control:

1. Department material is moving from
2. Department material is moving to
3. Code numbers
4. Quantity
5. Date—Time and Signature

Job locations are current—not hours behind. Inventories are better controlled. Swifter flow of work-in-process is effected. Confusion is reduced.

When necessary, specific information on a particular job can be requested by Production Control by telescriber and response will be prompt and in writing from the answering department. Information can be written on either plain paper or special forms designed to meet particular needs.

For more information and free literature, Circle number 669 on the Reader Reply Card.

General Office, United Gas, Shreveport, Louisiana

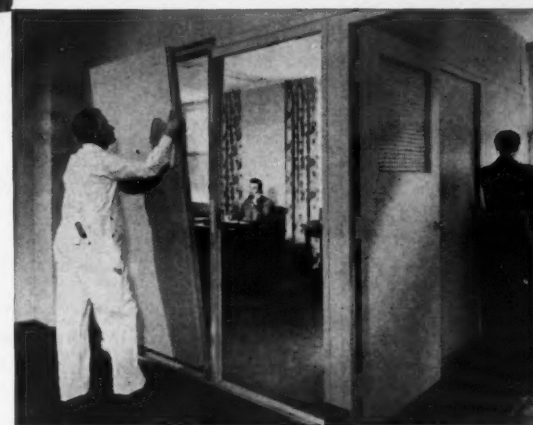


Mobilize your space for efficiency—make your interiors flexible—save time and money—with Mills Movable Metal Walls. This 48 page book tells you how. Just ask for Catalog No. 50.

"Our Mills walls save time and money"

"We saved money every time we made a change in layout of our office space during the last 12 years", says D. B. Cook, building Maintenance Supervisor for United Gas, Shreveport, Louisiana, "because our Mills Movable Walls cost so little to rearrange to meet our changing requirements, as compared to the cost of conventional masonry type walls.

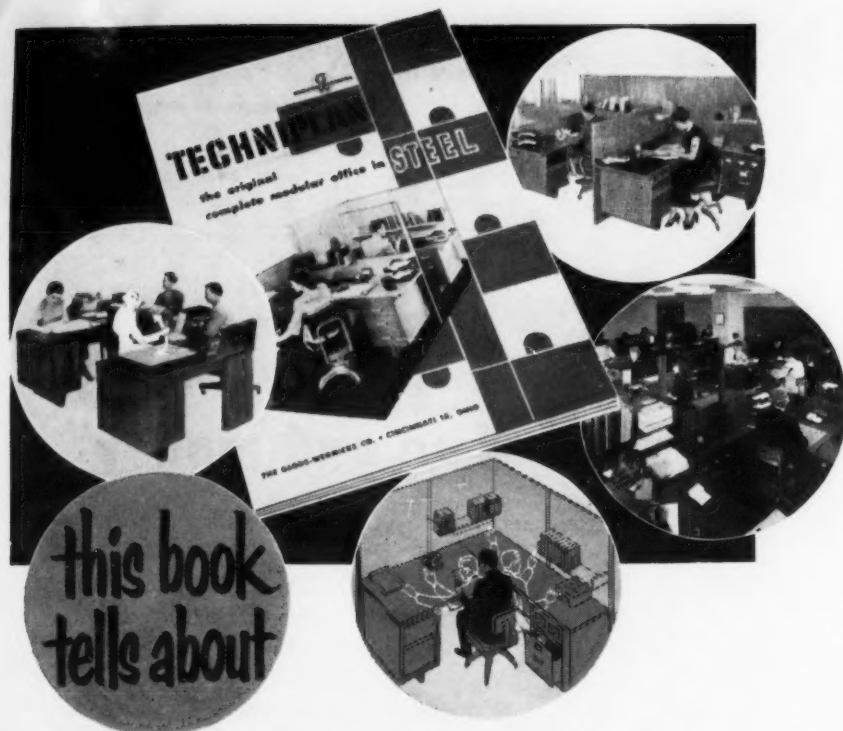
"Add to this the fact that offices could be rearranged over a week-end without disturbing normal operations of our personnel. Then too, we effected real savings in maintenance, for our Mills Walls are still fresh and modern looking, have required little attention or expense to preserve their attractive appearance. An occasional washing usually does the job. They have certainly saved us time and money."



No lost time, no materials wasted, no dust or debris when Mills Walls are moved.

MILLS *Movable* **METAL WALLS**

THE MILLS COMPANY, 991 WAYSIDE ROAD, CLEVELAND 10, OHIO
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This new Steel TECHNIPLAN Catalog tells about the most significant advance in office operating equipment in several decades. It's yours by request on business letterhead.



615 for more information)

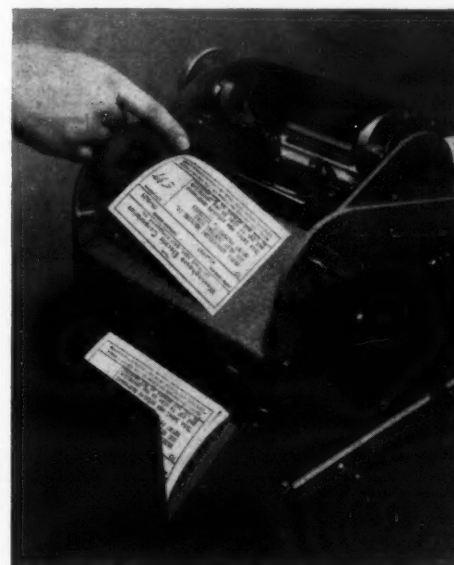
clippings

NEW LITERATURE AND PRODUCTS IN THE EDITOR'S MAIL

Automatic machine prints, addresses, counts, and cuts labels

A completely automatic model of a recently developed machine that prints, addresses or marks, counts, and cuts-to-size shipping and identification labels in one operation, is now available. It features a counter device that can be pre-set for the desired number of labels and then shuts the machine off when the last label has been printed.

Primarily designed for firms using large quantities of shipping and identification



labels, this machine prints and addresses in one operation from a roll of gummed or ungummed stock. The label stock is automatically fed to the machine and 100 printed labels are turned out every minute. At the same time, they're cut to the desired size—from $\frac{7}{8}$ inch to $3\frac{1}{4}$ inch in height and 2 inches to six inches in width. The machinery produces from a stencil which is easily prepared with a typewriter, or by hand with a stylus.

For more information and prices, Circle number 653 on the Reader Reply Card.

Lightweight "tarpaulin" saves maintenance time

Maintenance costs in plants and offices can be reduced by cutting the time it takes crews to place protective covers over valuable equipment. The old-fashioned "ton-to-the-inch" tarps are cumbersome and difficult to handle. Now, thanks to a light-



weight polyethylene industrial tarpaulin, excess weight has been eliminated without reducing protection.

The new tarpaulin is 1/10 the weight of fabric tarpaulins of comparable size. They are completely waterproof and mildew proof, pliable in all ranges of temperature, transparent yet tear-resistant. They may be easily washed and dried, will not absorb paint or liquids. Most important, their price is roughly only $\frac{1}{3}$ the cost of conventional tarps.

For more information, including sizes and prices, Circle number 660 on the Reader Reply Card.



Automatic dispenser for pressure-sensitive labels

The first fully automatic label dispensing machine for pressure-sensitive adhesive labels has just been announced. The machine eliminates foot pedals, rheostats, speed-setting devices and other auxiliary controls. Just the simple act of the operator removing the label actuates the feeding mechanism. The manufacturer claims this versatile unit is designed to keep pace with every production line requirement—including delays and speed-ups—automatically and without adjustment. It will feed multiple or single rolls of pressure-sensitive adhesive labels (self-sticking) as fast as the operator can handle them. No moistening is required to affix a label—just fingertip

methods

Could You Use 1/3 More Filing Space?

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Long experience in a multitude of widely varying businesses has shown that 1/3 of all non-current records are worthless. In other words, you could throw out 1/3 of all your old papers and never miss them. Why not let our analyst study your files, then prove how easily you can save time—space—money—supervisory time. We do not sell equipment; ours is a nationally known, skilled, professional service for developing fool-proof filing systems.

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RECORD CONTROLS, INC.

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(Circle 645 for more information)

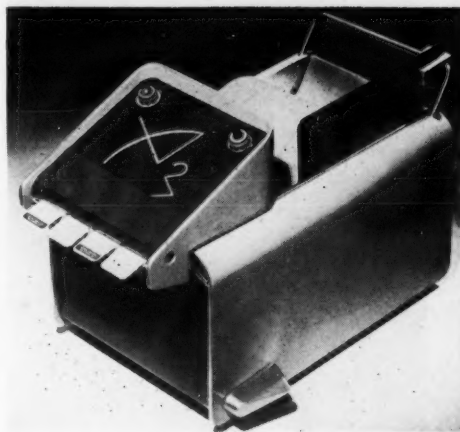
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november 1952



pressure. Over-all size of the unit is 7 inches by 7 1/2 inches high by 12 inches long.

For more information and prices, Circle number 654 on the Reader Reply Card.



New model copyholder moves copy to pre-set spacing

A new copyholder which is instantly variable to accommodate any spacing ranging from fine newspaper print to six standard typewriter lines has recently been announced. The holder is loaded in the same manner as a typewriter and rolls the copy through at pre-set spacings by a touch on the activating bar. Each line of written material is clearly visible down to the last half inch of the paper. This feature makes it particularly valuable to those who type or work from financial records, legal material, business forms of all types, engineering reports, or statistical data.

Available in models to accommodate paper 9, 12, 15 or 18 inches wide, it also features a back-up plate that is adjustable to raise or lower the angle of copy. Reversible roller knobs permit turning copy



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with "Easier to Use"
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DICTATING EQUIPMENT



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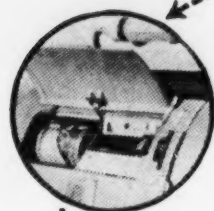
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never before
such **ACCURACY**

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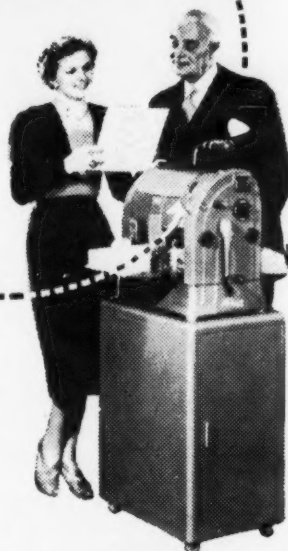
The introduction of the revolutionary REX-ROTARY D-270 set entirely new standards in the mimeograph field. For the first time a stencil duplicator provided

COMPLETE AUTOMATIC INK CONTROL that can be pre-set to produce light, medium or dark copy. A bell signals when ink supply is exhausted.

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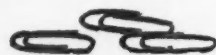
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(Circle 643 for more information)

in either direction. Easily attached, the equipment will fit into desk with type-writer. A special activating bar is conveniently located at the side of the type-writer, but a foot pedal control is also available.

For more information and prices, Circle number 652 on the Reader Reply Card.



All-in-one photocopying machine introduced

A new complete all-in-one photocopying machine was introduced at the New York Business Show. This single photocopying unit eliminates the necessity for a separate printer and timer. All its work is fully automatic from start to finish.

The new unit occupies no more than a portion of desk or table top and eliminates the need of a dark room. It measures 20 3/4" long x 10" wide and 11" high, is electrically powered, and utilizes a specially engineered beltless principle of operation. It works on a light intensification and transfer facsimile principle and employs two different types of paper. Both papers are coated

with special emulsion developed by the makers of the unit. There's no developing, no fixing, no washing, no drying, no separate timer or printer.

In normal office use, even an inexperienced operator can produce a minimum of 100 copies per hour. The unit is especially designed to handle letter and legal size as well as larger copies up to 11 x 17 inches. There are no limitations as to type of papers, documents or originals that can be copied—regardless of whether the original is printed on one or both sides or on opaque or translucent paper.

For a free illustrated booklet and prices, Circle number 671 on the Reader Reply Card.



Storage racks for storing inactive records

Designed to save space, a new highly accessible steel storage file has recently been marketed for housing old or inactive records. Space is saved in two ways: vertically, since units are available in heights up to ten feet; and horizontally, since only



two feet of aisle space is needed to permit access to filed records (see cut).

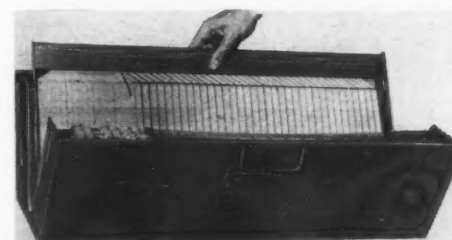
Records can go directly from current files onto shelves in chronological, alphabetical or numerical order. Label holders permit instant location and easy access. There are no boxes or drawers. The units are three feet wide and any unit in a battery may be removed without moving adjacent units. Shelves adjust vertically on 1 1/2 inch centers to accommodate various size files.

For a fully illustrated, 24 page catalog, Circle number 656 on the Reader Reply Card.

Card bank remover for visible-vertical cards

Since the inception of vertical visible record keeping, it has been difficult to move one or more banks or rows of cards from a file and keep them in order. Because this action is frequently needed for statistical or analytical reasons, or for photographic reproduction, a new device is being marketed to assure positive transfer without disturbing the sequence of the cards or intermingling them.

For more information, including prices and literature, Circle number 657 on the Reader Reply Card.



PAYCHECK "OUTLOOK" ENVELOPES

Eliminate Time and Expense of Addressing, also chances for Errors.

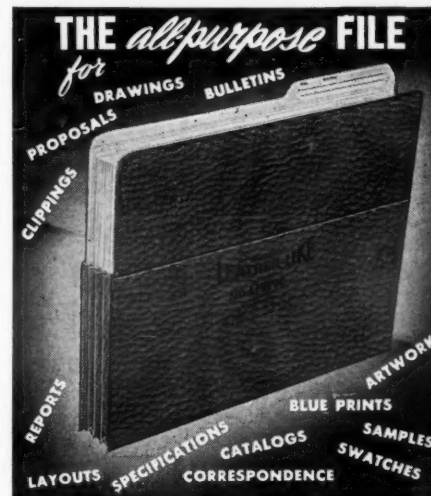
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SMEAD'S Leather-Like is resistant to oils, greases, inks, water, perspiration, etc. This file gives you 9 times the wear resistance of ordinary wallet stock.

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(Circle 640 for more information)

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